



AMENDED

NOTICE OF PUBLIC MEETING OF THE ARIZONA STATE PARKS BOARD

Notice is hereby given to Members of the Arizona State Parks Board (Board) and the general public that there will be a General Parks Board meeting, to begin on **WEDNESDAY, October 26, 2011 at 9:30 AM** pursuant to A.R.S. § 38-431.02 and A.R.S. § 41-511.01 *et. seq.* at **Conference Room at Picacho Peak State Park**, which is located at I-10, Exit 219. **The public portion of the meeting will begin at 9:30 AM (time certain).**

The Board may elect to hold an Executive Session for any agendized item at any time during the meeting to discuss or consult with its legal counsel for legal advice on matters listed on this agenda pursuant to A.R.S. §38-431.03 (A) (3). Items on the Agenda may be discussed out of order, unless they have been specifically noted to be set for a time certain. Public comment will be taken. The Board will discuss and may take action on the following matters.

AGENDA

(Agenda items may be taken in any order unless set for a time certain)

- A. CALL TO ORDER - ROLL CALL – Time Certain: 9:30 AM
- B. PLEDGE OF ALLEGIANCE
- C. INTRODUCTIONS OF BOARD MEMBERS AND AGENCY STAFF
 - 1. Board Statement - “As Board members we are gathered today to be the stewards and voice of Arizona State Parks and its Mission Statement to manage and conserve Arizona’s natural, cultural, and recreational resources for the benefit of the people, both in our parks and through our partners.”
- D. CALL TO THE PUBLIC – Consideration and discussion of comments and complaints from the public. Those wishing to address the Board must register at the door and be recognized by the Chair. It is probable that each presentation will be limited to one person per organization. Action taken as a result of public comment will be limited to directing staff to study or reschedule the matter for further consideration at a later time.
- E. DIRECTOR’S SUMMARY OF CURRENT EVENTS – The Executive Director will provide a report on current issues and events affecting Arizona State Parks.
- F. BOARD ACTION ITEMS
 - 1. Approve Minutes of September 14, 2011 Arizona State Parks Board Meeting
 - 2. Consider Requesting Prior Review by the Joint Committee on Capital Review of Emergency Repair and Replacement Expenditures, Funded from the FY 2012 State Lake Improvement Fund Operating Budget - Staff recommends the Arizona State Parks Board direct staff to present for review to

5



the Joint Committee on Capital Review the agency's plan to use up to \$500,000 of the current FY 2012 State Lake Improvement Fund operating budget for emergency repair and replacement of park infrastructure and building renewal projects as requested by the Joint Legislative Budget Committee.

- 7
- 8
- 9
- 11
3. **Consider Increasing the FY 2012 Donations Program Budget** – Staff recommends the Arizona State Parks Board increase the Arizona State Parks FY 2012 Donations Program Budget by \$100,000 for a total of \$171,600 to allow for expenditures from the Asta Forrest Trust Donation Account.
 4. **Review and Consider Adopting the Executive Director's Performance Goals** –Vice-Chairman Armer recommends adopting the Executive Director's Performance Goals through April 2012.
 5. **Discussion on Legislative Issues, Priorities and Potential Solutions for Upcoming Legislative Sessions** – The Arizona State Parks Board may vote to take a position or provide direction to staff concerning legislative issues, priorities or potential solutions for upcoming legislative sessions affecting Arizona State Parks.
 - a. **Consider Asking the Legislature to Rename the Fund Consisting of Park-Generated Revenues** – Staff recommends the Arizona State Parks Board direct staff to work with Legislative Council and the State Legislature to change the name of the funds that receive state park-generated revenues, including the State Parks Enhancement Fund, to something that more accurately reflects its current status.
 - b. **Consider Adopting the Arizona State Parks Fact Sheet** – Staff recommends the Arizona State Parks Board adopt the fact sheet talking points, in concept.

G. DISCUSSION ITEMS

- 12
- 14
- 15
- 16
1. Revenue Forecast by Major Fund and Park Visitation Update
 2. State Parks Operations Status Update
 3. Summary of 2010 Employee Survey
 4. Arizona State Parks Agency Strategic Plan Update
 - a. Review of FY 2011 Strategic Plan Accomplishments
 - b. Review of FY 2012 Strategic Plan, Goals and Objectives to Date
 5. Evaluate the Arizona State Parks Board using the State of Virginia Flowchart for Evaluating Agencies, Boards and Commissions

H. Overview of Arizona Forward Report, "Why Parks and Open Space Matter – The Economics of Arizona's Natural Assets" by Diane Brossart – Time Certain: 11:30 AM

I. TIME AND PLACE OF NEXT MEETING AND CALL FOR FUTURE AGENDA ITEMS



1. Staff recommends the next Arizona State Parks Board Meeting be held on Wednesday, November 30, 2011 at Apache Junction City Council Chambers.
2. Board members may wish to discuss issues of interest to Arizona State Parks and request staff to place specific items on future Board meeting agendas.
3. In order to plan the Parks Board meetings and activities for 2012, staff recommends that the Board meetings be scheduled for the following dates. Executive Sessions will begin at 9:00 a.m. Public Sessions will begin at 10:00 a.m.

January 11, 2012

Election of officers

February 15, 2012

March 21, 2012

May 2, 2012

June 27-28, 2012

Budget discussions

September 12, 2012

Grant awards

October 24, 2012

Strategic Planning

December 5, 2012

Advisory Committee

Appointments

J. ADJOURNMENT

Pursuant to Title II of the Americans with Disabilities Act (ADA), Arizona State Parks does not discriminate on the basis of a disability regarding admission to public meetings. Persons with a disability may request a reasonable accommodation, such as a sign language interpreter, by contacting the acting ADA Coordinator, Nicole Armstrong-Best, (602) 542-7152; or TTY (602) 542-4174. Requests should be made as early as possible to allow time to arrange the accommodation.

A handwritten signature in blue ink that reads "Renée E. Bahl".

Renée E. Bahl, Executive Director

10/17/11 1:14 PM



NOTICE OF QUORUM OF THE ARIZONA STATE PARKS BOARD

Notice is hereby given to Members of the Arizona State Parks Board (Board) and the general public that a **quorum of the Board** will be attending a luncheon served during a break of the **Arizona State Parks Board meeting** on **Wednesday, October 26, 2011**. No business will be conducted at the luncheon.

AGENDA

12:00-1:00pm – Lunch Will Be Served at the Ironwood Ramada at Picacho Peak State Park

Pursuant to Title II of the Americans with Disabilities Act (ADA), Arizona State Parks does not discriminate on the basis of a disability regarding admission to public meetings. Persons with a disability may request a reasonable accommodation, such as a sign language interpreter, by contacting the ADA Coordinator, Nicole Armstrong-Best or TTY (602) 542-4174. Requests should be made as early as possible to allow time to arrange the accommodation.

10/12/11 4:57 PM

Renée E. Bahl, Executive Director

Arizona State Parks Board Action Report

Agenda Item #: F-2



Title: Consider Requesting Prior Review by the JCCR of
Emergency Repair and Replacement Expenditures,
Funded from the FY 2012 SLIF Operating Budget

Staff Lead: Kent Ennis, Assistant Director

Date: October 26, 2011

Recommended Motion:

I move that the Arizona State Parks Board direct staff to present for review to the Joint Committee on Capital Review the agency's plan to use up to \$500,000 of the current FY 2012 State Lake Improvement Fund operating budget for emergency repair and replacement of park infrastructure and building renewal projects as requested by the Joint Legislative Budget Committee.

Status to Date:

A.R.S. § 5-382 requires prior review by the Joint Committee on Capital Review (JCCR) of capital projects using State Lake Improvement Fund (SLIF) monies. In its letter of June 14, 2011, which gave favorable review of the Board's request to transfer \$1.49 million of Enhancement Funds to the SLIF to "backfill" the FY 2011 sweep of the SLIF, the Joint Legislative Budget Committee (JLBC) also requested that the Board submit its "building renewal" projects that are funded from SLIF to the JCCR for prior review, as well as any traditional capital outlay or grant projects.

The agency's FY 2012 operating budget includes \$6 million of SLIF expenditures, of which \$500,000 has been set aside for unforeseen emergency repairs and replacements within the statewide park system. Individual park operating budgets do not include funds for these types of expenditures. This recommended motion does not change the FY 2012 operating budget previously approved by the Arizona State Parks Board at its June 23, 2011 Board meeting.

Park repairs and replacements that do not increase the asset value of a park's land, buildings or facilities are not considered to be capital outlay projects, either by State Parks staff or by the Arizona Department of Administration's (ADOA) General Accounting Office. The JLBC and the JCCR, however, consider these types of activities to be "building renewal" and part of a capital outlay program, and therefore subject to prior review by the JCCR if funded from SLIF. These types of repairs and maintenance have traditionally been charged to the agency's operating budget.

Unforeseen emergency repair and replacement needs within the statewide park system are those that affect the health, safety and welfare of the public, employees and volunteers. These types of repairs and replacements typically include pumps and blowers for wastewater treatment facilities; heat/vent/air conditioning units and systems; leaking roofs; electrical and plumbing failures; fixture replacements; security fencing, gates, doors, etc. If left unaddressed for more than a very short time, they could subject

Arizona State Parks Board Action Report
Agenda Item #: F-2

the park or its facilities to partial or complete closure and cause additional damage to park assets. JCCR staff defines an emergency as “unforeseen, critical in nature, and of immediate time sensitivity”.

The JCCR provided ASP staff with an example of an “emergency building renewal plan”, using an example from the Arizona Department of Administration’s (ADOA) recent submission for JCCR review. In this example, the JCCR staff recommended up to \$50,000 per repair project with subsequent notice to the JCCR Chair and JLBC staff, but without further review. Projects with a cost above \$50,000 require a request to JCCR for further review; however, the JCCR Chair may allow the ADOA to move forward without a review. The JCCR Chair may also disagree with the emergency nature of the project and request that ADOA not proceed with the project.

Time Frame:

Upon approval by the Arizona State Parks Board, staff will submit the FY 2012 Emergency Repair and Renewal Plan to the JCCR at its November 17, 2011 meeting for its review.

Staff and Financial Resources:

No additional resources required.

Relation to Strategic Plan:

Visitors Goal: To provide safe, meaningful and unique experiences for our visitors, volunteers and citizens.

Relevant Past Board Actions:

On June 23, 2011 the Arizona State Parks Board approved the FY 2012 agency operating budget.

Attachments:

JLBC Letter dated June 14, 2011 – Page 6A

State Lake Improvement Fund Statute (§5-382) – Page 6B



STATE OF ARIZONA

Joint Legislative Budget Committee

STATE
SENATE

ANDY BIGGS
CHAIRMAN 2012
PAULA A. ABUOD
OLIVIA CAJERO BEDFORD
RICH CRANDALL
LORI KLEIN
RICK MURPHY
STEVEN B. YARBROUGH
VACANT

1716 WEST ADAMS
PHOENIX, ARIZONA 85007

PHONE (602) 928-5491

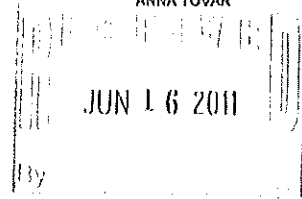
FAX (602) 928-6416

<http://www.azleg.gov/jbc.htm>

HOUSE OF
REPRESENTATIVES

JOHN KAVANAGH
CHAIRMAN 2011
LELA ALSTON
STEVE COURT
JOHN M. FILLMORE
JACK W. HARPER
MATT HEINZ
RUSS JONES
ANNA TOVAR

June 14, 2011



Ms. Renée Bahl, Executive Director
Arizona State Parks Board
1300 W. Washington, Ste. 150A
Phoenix, AZ 85007

Dear Ms. Bahl:

The FY 2012 General Appropriation Act (Laws 2011, Chapter 24, Section 109) requires that the Joint Legislative Budget Committee review agency requests to transfer monies between their own funds in order to comply with FY 2011 transfers required by this act. Section 108 requires a transfer of \$1,491,100 from the State Lake Improvement Fund (SLIF) to the General Fund.

At its June 9, 2011 meeting, the Committee gave a favorable review to transfer \$1,491,000 from the State Parks Enhancement Fund into the SLIF in order to complete the Section 108 transfer. A.R.S. § 5-382 requires prior review by the Joint Committee on Capital Review (JCCR) of capital projects using SLIF monies. As part of that requirement the Committee requests that the State Parks Board submit their internal capital and building renewals projects as well as external grants to JCCR for prior review. We understand that you are willing to submit these reports to JCCR.

If you have any questions relative to the action of the Committee, please let us know.

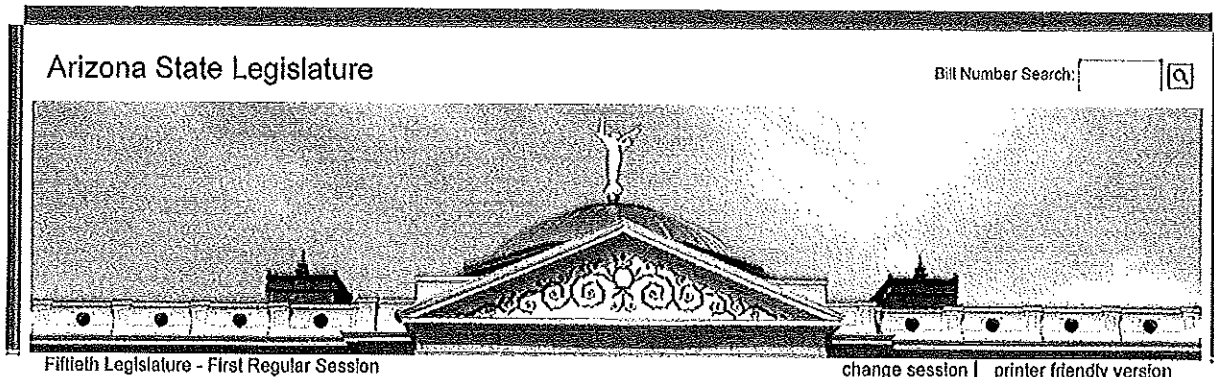
Sincerely,

Richard Stavneak
Director

RS:sls

cc: Representative John Kavanagh, Chairman
Senator Andy Biggs, Vice-Chairman
House Speaker Andy Tobin
Senate President Russell Pearce
John Arnold, Director, OSPB
D. Clark Partridge, State Comptroller, General Accounting Office, ADOA

6A



Senate House Legislative Council JLBC More Agencies Bills Committees Calendars/News

ARS TITLE PAGE NEXT DOCUMENT PREVIOUS DOCUMENT

5-382. State lake improvement fund; administration; report
(L06, Ch. 349, sec. 1. Eff. until 7/1/12)

A. A state lake improvement fund is established. Monies deposited in the fund shall be used only as provided in this section.

B. All monies in the state lake improvement fund are appropriated to the Arizona state parks board solely for the purposes provided in this section. Interest earned on monies in the fund shall be credited to the fund. Monies in the state lake improvement fund are exempt from the provisions of section 35-190 relating to lapsing of appropriations.

C. The Arizona state parks board shall administer the monies in the fund as follows:

1. To fund staff support to plan and administer the state lake improvement fund and the law enforcement and boating safety fund established by section 5-383 in conjunction with other administrative tasks and recreation plans of the board.

2. To fund projects on waters where gasoline powered boats are permitted and shall be limited to the following:

- (a) Public launching ramps.
- (b) Public piers, marinas or marina stadia.
- (c) Public toilets, sanitation facilities and domestic waters.
- (d) Public picnic tables and facilities.
- (e) Public parking areas.
- (f) Lake construction or improvement.
- (g) Marking buoys and other safety facilities.
- (h) Watercraft.
- (i) Public campgrounds.
- (j) Acquisition of real and personal property through purchase, lease, agreement or otherwise for the purpose of providing access to waters where boating is permitted.
- (k) Design and engineering projects.

D. Projects involving expenditure of monies from such fund may be accomplished by the Arizona state parks board, by the Arizona game and fish commission, by the board of supervisors of any county or by the governing body of a city or town, provided such projects do not interfere with any vested water rights, or the operation or maintenance of water projects, including domestic, municipal, irrigation district, drainage district, flood control district or reclamation projects. The Arizona outdoor recreation coordinating commission, established by section 41-511.25, shall examine applications for eligible projects, determine the amount of funding, if any, for each project and submit a list of projects, subject to prior review by the joint committee on capital review, to the Arizona state parks board for allocation from the fund. The board shall annually report to the legislature the expenditures made for such projects in conjunction with the report required by section 41-511.12.

E. State lake improvement funds may be used on projects where matching funds are made available.

Arizona State Parks Board Action Report

Agenda Item #: F-3



Title: Consider Increasing the FY2012 Donations Program Budget
Staff Lead: Jay Ream Assistant Director
Date: October 26, 2011

Recommended Motion:

I move the Arizona State Parks Board increase the Arizona State Parks FY 2012 Donations Program Budget by \$100,000 for a total of \$171,600 to allow for expenditures from the Asta Forrest Trust Donation Account.

Status to Date:

In April 2003, Arizona State Parks (ASP) received an unsolicited check for \$242,925.23 from the Asta Forrest Trust. In FY 2009, ASP funded a study by Arizona State University, Morrison Institute for \$99,873 from this account. The current fund balance in the Asta Forrest Trust Donation Account (AFTDA) is \$143,052.23. The Asta Forrest Trust provided this donation without restrictions. At the June 23, 2011 meeting of the Arizona State Parks Board, staff informed the Board that it would provide a recommendation for spending the funds in the AFTDA at a future Parks Board meeting.

Staff is recommending that the funds be used as a "Challenge Match" for the completion of small projects or programs within ASP. The conditions for the match are up to 50% from the Asta Forrest Trust Donation Account (match limit is \$20,000 per project) and the remainder (50% or more) from an outside entity (Friends Group, Arizona State Parks Foundation, Community Partner, individual benefactor or other outside source). This challenge provides an exceptional opportunity for ASP to engage our many partners in the advancement of the agency's goals.

Donations funds are considered public funds and expenditures are subject to state law and rules. All materials, projects, programs, licenses and any excess or generated funds from all projects will become the property of the Arizona State Parks Board. Project recognition will be consistent with the draft ASP Sponsorship and Donations Policy.

Staff and Financial Resources:

Approved projects will not increase ongoing operating expenditures. ASP staff will administer this program.

Relation to Strategic Plan:

Visitors Goal: To provide safe, meaningful and unique experiences for our visitors, volunteers and citizens.

Relevant Past Board Actions:

Arizona State Parks Board approved the FY 2012 Donations Program Budget of \$71,600 at the June 23, 2011 meeting.

Arizona State Parks Board Action Report
Agenda Item #: F-4



Title: Review and Consider Adopting the Executive Director's Performance Goals
Staff Lead: Renée Bahl, Executive Director
Date: October 26, 2011

Recommended Motion:

I move the Arizona State Parks Board adopt the Executive Director's Performance Goals through April 2012.

Status to Date:

At the May 11, 2011 Parks Board meeting, Chairman Westerhausen appointed Vice-Chairman Wally Armer to work with Executive Director Renée Bahl to create performance plan goals. The Executive Director performance plan uses the same structure that uncovered employees in Arizona State Parks use. The performance plan was agreed to by the Vice-Chairman and Executive Director on August 5, 2011.

While the Vice-Chair was named to establish and agree to the goals with the Executive Director, the entire Parks Board is responsible for the evaluation.

Time Frame:

The Performance Evaluation mid-period review may take place during the November 30, 2011, Parks Board Meeting. The end of the performance rating period is April 30, 2012, when the Parks Board may conduct the Executive Director's Annual Performance Evaluation. These reviews and evaluations are expected to take place in executive sessions.

Staff and Financial Resources:

No additional resources required.

Relation to Strategic Plan:

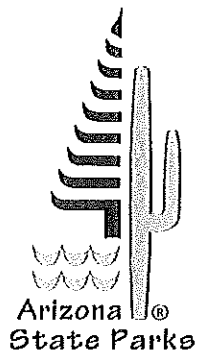
Planning Goal: To document our progress through planning, analysis and research.

Relevant Past Board Actions:

This is the first time uncovered employees have had a plan and review at Arizona State Parks.

Attachments:

Executive Director Letter dated September 26, 2011 – Pages 8A
Executive Director Performance Evaluation for Uncovered Employees Performance Goals – Pages 8B-8D



"Managing and conserving natural, cultural, and recreational resources"

September 26, 2011

Arizona State Parks Board
1300 W. Washington St.
Phoenix, AZ 85007

Janice K. Brewer
Governor

State Parks
Board Members

Chair
Tracey Westerhausen
Phoenix

Walter D. Armer, Jr.
Vail

Reese Woodling
Tucson

Larry Landry
Phoenix

Alan Everett
Sedona

William C. Scalzo
Phoenix

Maria Baier
State Land
Commissioner

Renée E. Bahl
Executive Director

Arizona State Parks
1300 W. Washington
Phoenix, AZ 85007

Tel & TTY: 602.542.4174
AZStateParks.com

800.285.3703 from
(520 & 928) area codes

General Fax:
602.542.4180

Director's Office Fax:
602.542.4188

Dear Parks Board Members:

Effective June 2011, Arizona State Parks implemented a new uncovered performance evaluation process for agency uncovered employees. The rating period for the first year will go to April 30, 2012, then move to a May 1 to April 30 cycle in the following years.

At the May 11, 2011 Parks Board meeting, Chairman Westerhausen appointed Vice-Chairman Wally Armer to work with me to create performance plan goals. My performance plan uses the same structure that uncovered employees in Arizona State Parks use and was signed off by Mr. Armer on August 5, 2011. The Board as a whole will provide my evaluation, likely in an executive session.

My uncovered performance plan/evaluation includes three main sections:

- Performance of key job duties of my position
- Achievement of Strategic Plan Goals/Objectives
- Unanticipated accomplishments

I attached the agreed upon performance plan for your review. Please let me know if you have questions.

Sincerely,

Renée E. Bahl
Executive Director

Enclosure

8A

ARIZONA STATE PARKS
PERFORMANCE EVALUATION FOR UNCOVERED EMPLOYEES

Employee Name Renee E Bahl
Employee EIN _____
Classification Title Executive Director
Position Number APR000001AHO
Evaluation Period
From June 1, 2011 To April 30, 2012

Planner

I have discussed the performance evaluation goals/objectives with my supervisor and believe they are realistic and attainable for this year.

Employee Signature Renee E. Bahl Date 3 August 2011

Supervisor Signature [Signature] Date 5 Aug 2011

At the mid-period review, we reviewed and adjusted (if applicable) the goals/objectives.

Employee Signature _____ Date _____

Supervisor Signature _____ Date _____

Implementation: June 1, 2011

8B

ARIZONA STATE PARKS
PERFORMANCE EVALUATION FOR UNCOVERED EMPLOYEES

Section 1

Performance of key job duties and responsibilities.

List 3-5 key job duties and responsibilities of the position.

1. **Leadership and Management.** Balances mission/objectives, resources and people needs/expectations. Adapts leadership style to fit a variety of situations and people. Identifies performance expectations, assesses employee performance, conducts timely formal performance appraisals. (Required for supervisors)
2. **Public Private Partnerships.** Propose sustainable operating plan to Arizona State Parks Board for consideration.
3. **Expand and Sustain Partnerships.** Build and sustain support of agency by engaging elected officials, leaders and community groups on our mission and benefits.
4. **Sustainable Funding.** Increase net revenue through public and private partnerships and pursue legislation to protect the State Parks Enhancement Fund.
5. **Manage agency financial, human and capital resources.**

Employee Comments

Supervisor Comments

Section 2

Contribution to agency strategic goals/objectives.

Goal: Resources. To provide sustainable management of our natural, cultural, recreational, economic and human resources.

Employee Comments

Goal: Visitors. To provide safe, meaningful and unique experiences for our visitors, volunteers and citizens.

Employee Comments

Goal: Planning. To document our progress through planning, analysis and research.

Employee Comments

Goal: Partnerships. To build lasting public and private partnerships to promote local economies, good neighbors, recreation, conservation, tourism, and establish sustainable funding for the agency.

Employee Comments

Goal: Communications. To effectively communicate with the public, policy makers, our partners, our peers and ourselves.

Employee Comments

Supervisor Comments

Implementation: June 1, 2011

8C

ARIZONA STATE PARKS
PERFORMANCE EVALUATION FOR UNCOVERED EMPLOYEES

Section 3

General Comments.

General comments are meant to cover areas not covered in Sections One and Two. Comments may cover significant areas such as unanticipated accomplishments and achievements, professional development, productivity, initiative, planning and research, oral and written communication, analysis, advice and judgment, professionalism and customer service.

Employee Comments

Supervisor Comments

Performance Rating.

- ☐ Below Expectations
- ☐ Meets Expectations
- ☐ Exceed Expectations

UNCOVERED EMPLOYEES

Uncovered employees are not covered by the state merit system (personnel rules) and are employed at will. Uncovered employees at Arizona State Parks are evaluated using the Performance Evaluation for Uncovered Employees. Evaluations are not a guarantee of continued employment.

Since uncovered employees are not covered under the personnel rules, they may not file a performance evaluation grievance. However, an uncovered employee may request a review of the evaluation by discussing the issues with the rater. The employee should promptly escalate issues not resolved at the lowest level possible through the supervisory/management chain. The Executive Director or the Executive Director's designee is the final authority in this process.

I certify that this evaluation has been reviewed and discussed with me. I understand
~~this performance evaluation will be included in my official personnel file.~~

Employee Signature

Date

Employee Comments

Supervisor Signature

Date

Reviewer Signature

Date

Implementation: June 1, 2011

8D

Arizona State Parks Board Action Report

Agenda Item #: F-5A



Title: Consider Asking the Legislature to Rename the Fund Consisting of Park-Generated Revenues
Staff Lead: Jay Ziemann, Assistant Director
Date: October 26, 2011

Recommended Motion:

I move the Arizona State Parks Board direct staff to work with Legislative Council and the State Legislature to change the name of the funds that receive state park-generated revenues, including the State Parks Enhancement Fund, to something that more accurately reflects its current status.

Status to Date:

From its inception in 1957 until 1988 and the acquisition of Kartchner Caverns State Park, all revenue generated in the park system was deposited in the state General Fund. Because the state did not have the necessary funds to acquire the Kartchner property, a mechanism was established where park revenues would be collected and placed in the "Kartchner Fund," and were used exclusively for the acquisition and development of the Caverns. In 1990, when the lease purchase acquisition of Tonto Natural Bridge was approved, the "Kartchner Fund" was renamed by the state legislature as the "Enhancement Fund." Also in 1990, in response to an economic downturn, the newly named Enhancement Fund was halved by statute. Hereafter, 50% of the park-generated revenue would be used for the lease purchase payments of Tonto Natural Bridge and other capital needs in the agency (most notably Kartchner Caverns), and 50% would be used for agency operations.

Time Frame:

The agency is seeking legislation to protect all park-generated revenues. These revenues would include all monies currently deposited in the Enhancement Fund (§41-511.11), the Publications Souvenir Revolving Fund (§41-511.21) and the Reservation Surcharge Revolving Fund (§41-511.24). The name of the new, protected fund could be changed through the legislative process.

Staff and Financial Resources:

Staff will work with lawmakers and partners to further the Parks Board's legislative agenda.

Relation to Strategic Plan:

Partnerships Goal: To build lasting public and private partnerships to promote local economies, good neighbors, recreation, conservation, tourism and establish sustainable funding for the agency.

Relevant Past Board Actions:

At its June 23, 2011 meeting, the Arizona State Parks Board approved protecting the State Parks Enhancement Fund. At its September 14, 2011 meeting, The Arizona State Parks Board, approved protecting all park-generated revenues.

Arizona State Parks Board Action Report
Agenda Item #: F-5A

Attachments:

Enhancement Fund Statute (§41-511.11) – Page 10A

Publications and Souvenir Revolving Fund (§41-511.21) – Page 10B

Reservation Surcharge Revolving Fund (§41-511.24) – Page 10C

Enhancement Fund Statute

41-511.11. Disposition of fees, charges and gifts; state parks fund; state parks enhancement fund

A. Monies from unconditional gifts, donations, bequests and endowments, which are not specifically designated to the state parks enhancement fund, shall be deposited, pursuant to sections 35-146 and 35-147, by the board in a fund to be known as the state parks fund, for use by the board in accomplishing its objectives and duties. All expenditures from the state parks fund shall be made upon claims duly itemized, verified and approved by the Arizona state parks board.

B. A state parks enhancement fund is established consisting of monies appropriated for that purpose by the legislature, unconditional gifts and donations specifically designated to the fund and all monies derived from state park user fees, concession fees and other revenue generating activities, except for unconditional gifts, donations, bequests and endowments deposited in the state parks fund under subsection A of this section and monies received from the sale of publications and souvenirs and deposited in the state parks board publications and souvenir revolving fund established by section 41-511.21. One-half of the monies in the fund are for use by the board, with the prior approval of the joint committee on capital review, to acquire and develop real property and improvements as state parks consistent with the purposes and objectives prescribed in section 41-511.03. The one-half of the monies for acquisition and development are subject to annual legislative appropriation after final purchase and development of the Kartchner caverns and completion of the lease-purchase payments for the Tonto natural bridge state park. Monies in the fund are exempt from section 35-190, relating to lapsing of appropriations. One-half of the monies in the fund are subject to annual legislative appropriation for the operation of state parks. If unconditional gifts or donations to the fund or exchanges of property cause appropriated monies in the fund to remain unexpended, the board, with the approval of the joint committee on capital review, may use the monies for other state parks projects.

C. Notwithstanding subsection B of this section:

1. If a political subdivision provides at least one hundred fifty thousand dollars annually through an intergovernmental agreement for operating a state historic park within its boundaries, the Arizona state parks board shall separately account for the revenues collected at that park and shall spend those revenues and the monies provided by the political subdivision solely for operating, managing and developing that park.

2. The Arizona state parks board shall separately account for the revenues generated by commercial film projects in the San Rafael valley natural area and shall spend those revenues solely for operating, managing and developing that natural area.

Publications and Souvenir Revolving Fund

41-511.21. State parks board publications and souvenir revolving fund; Tonto natural bridge park operation

A. A state parks board publications and souvenir revolving fund is established consisting of monies received from the sale of park posters, park postcards, books, souvenirs and sundry items pursuant to section 41-511.05, paragraph 4 and all monies received from the operation of the Tonto natural bridge restaurant, lodge and gift shop. The monies in the fund are appropriated to the board to purchase, promote, produce and distribute board publications, information, souvenirs and sundry items, to operate concessions selling publications, souvenirs and sundries and for the maintenance and operation of the Tonto natural bridge restaurant, lodge and gift shop.

B. On notice from the board the state treasurer shall invest and divest the monies in the publications and souvenir revolving fund as provided by section 35-313, and monies earned from investment shall be credited to the revolving fund.

C. Monies in the publications and souvenir revolving fund are exempt from section 35-190, relating to lapsing of appropriations. The purposes for which monies were expended during the preceding fiscal year shall be delineated in the agency's annual report pursuant to section 41-511.12.

Reservation Surcharge Revolving Fund

41-511.24. State parks board reservation surcharge revolving fund; purpose; reversion

A. The state parks board reservation surcharge revolving fund is established.

B. Notwithstanding section 41-511.11, the board may collect and expend monies, subject to appropriation, as a surcharge on park fees to plan and administer a reservation system for park visitors. The reservation surcharge monies shall be deposited, pursuant to sections 35-146 and 35-147, in the state parks board reservation surcharge revolving fund and may be used by the board to fund staff and operating costs for the planning and administration of a reservation system.

C. The board shall determine the surcharge rate as provided in section 41-511.05, paragraph 8 after considering the costs to plan and administer the reservation system.

D. On notice from the board, the state treasurer shall invest and divest monies in the fund as provided by section 35-313, and monies earned from investment shall be credited to the fund.

E. Monies in the reservation surcharge revolving fund are exempt from the provisions of section 35-190 relating to lapsing of appropriations, except that monies in excess of seventy-five thousand dollars remaining in the fund at the end of each fiscal year revert to the state general fund.

Arizona State Parks Board Action Report
Agenda Item #: F-5B



Title: Consider Adopting the Arizona State Parks Fact Sheet
Staff Lead: Renée Bahl, Executive Director
Date: October 26, 2011

Recommended Motion:

I move the Arizona State Parks Board adopt the fact sheet talking points, in concept.

Status to Date:

A one-page fact sheet, emphasizing the entrepreneurial efforts and needs of State Parks is attached. It identifies two legislative initiatives for the coming session. First, to protect all State Park-generated revenues, including the Enhancement Fund, and second, to lift the cap on the Reservation Surcharge Fund.

Neither of these legislative priorities will solve the agency's need for ongoing sustainable funding, but will support the agency's entrepreneurial efforts and partnerships with the private sector.

At its September 14, 2011 meeting, the Arizona State Parks Board reviewed the fact sheet and gave additional revisions to staff.

Time Frame:

The next regular legislative session will begin in early January 2012.

Staff and Financial Resources:

Staff will work with lawmakers and partners to further the Parks Board's legislative agenda.

Relation to Strategic Plan:

Partnerships Goal: To build lasting public and private partnerships to promote local economies, good neighbors, recreation, conservation, tourism and establish sustainable funding for the agency.

Relevant Past Board Actions:

At the June 23, 2011 meeting, the Board approved the FY 2012 budget and identified the necessity of protecting park-generated revenues.

At the September 14, 2011 meeting, the Board asked staff to put this on the October 26, 2011 agenda for more discussion.

Attachments:

Arizona State Parks Fact Sheet 2012 – Page 11A

Arizona State Parks

Arizona State Parks is a business that generates revenues and creates jobs.

To be a successful enterprise agency, Arizona State Parks must act like a business and needs ability to raise, keep and expend the money it earns.

- Protect park-generated revenue
- Encourage the agency to solicit donations and sponsorships
- Continue to support sustainable operations with partners
- Jobs
 - Open Parks support 3,300 jobs¹ in communities
- Economic Engine
 - 2.2M visitors, 51% from out-of-state² -- new people, new money
 - Total annual economic impact - \$266M¹
 - Direct expenditures by visitors - \$163M¹
 - Federal, state and local tax generation - \$44M¹
- Enterprise Agency
 - Entrepreneurial; 17% Return on Investment on state-funded parks
 - Participating in public-private partnerships, seeking to expand
 - No state General Fund dollars since 2009
- Rural Arizona
 - Tourism Engine in rural Arizona
 - Rural economies depend on open state parks
- Quality of Life
 - State's natural beauty/open spaces are seen by citizens as our greatest asset³
 - Family values, Scout programs, interpretation, education
 - Guardian of the state's natural, cultural and recreational resource treasures
- Arizona State Parks
 - 30 parks/natural areas, 65,000 acres, 1300 campsites, 8 historic parks
 - 1500 volunteers equating to 120 full-time positions, and \$5.5 million in labor savings
 - 4,000+ members of 14 Friends groups
 - 19 financial and management agreements to keep 16 parks open

¹ The Economic Impact of Arizona State Parks, 2009, Northern Arizona University, 2009

² 2006-2007 Survey of Arizona State Park Visitors, "Geographic Origins of State Park Visitors," p. 6, Northern Arizona University, 2007

³ The Arizona We Want, p. 6, Center for the Future of Arizona, 2009

Arizona State Parks Board Action Report

Agenda Item #: G-2



Title: State Parks Operations Status Update
Staff Lead: Jay Ream, Assistant Director
Date: October 26, 2011

Status to Date:

The Arizona State Parks Board (ASP) worked hard to keep parks open by both leveraging existing public and private partnerships and building new relationships. Of the 27 parks that were open to the public prior to the February 2009 budget cuts, 26 parks are currently open. Picacho Peak and Lyman Lake State Parks are open seasonally. Picacho Peak State Park opened on September 15, 2011 while Lyman Lake State Park closed on October 17, 2011 for the season. Oracle State Park is closed and San Rafael State Natural Area has never been open to the public.

An agreement with the Friends of Oracle State Park will allow Oracle State Park to reopen for 6 months a year beginning in the Spring 2012. The agreement will provide funding for school groups to visit the park 3-days per week and for the park to be open to the public on Saturdays. The Friends of Oracle will provide ASP \$21,000 to fund park operations under the terms of agreement.

Riordan Mansion State Park is now operated by the Arizona Historical Society Board (AHS) with no Arizona State Parks staff. The agreement was amended and approved by AHS on September 23, 2011, the amended agreement was signed by ASP on October 5, 2011.

A Request for Information (RFI) was issued on September 9, 2011 for Tonto Natural Bridge State Park to seek information from potential Third-Party operators for the Tonto Lodge. Responses are due by October 21, 2011. State Parks held an Open House on September 20, 2011 and six potential respondents attended.

Upcoming Activities:

- Arizona State Parks continues to review the responses from the RFI regarding the feasibility of Third-Party management in Arizona. State Parks. Staff has met with each respondent for follow-up discussions.
- Staff is renewing partnership agreements (schedule attached).
- Arizona State Parks will issue a Request for Proposal for the Third-Party operation of Tonto Natural Bridge after the responses from the RFI have been reviewed.
- ASP will seek legislation to protect park-generated revenues from legislative sweeps.

Time Frame/Target Date for Completion:

Oracle State Park agreement between ASP and the Friends of Oracle will be completed by October 2012.

Arizona State Parks Board Action Report
Agenda Item #: G-2

Relevant Past Board Actions:

- RFP for Oracle State Park, June 16, 2010
- RFP for Lyman Lake State Park, September 15, 2010
- RFI for third-party management in Arizona State Parks, November 17, 2010
- RFP for the operation of the Tonto Lodge, January 12, 2011
- Parks Board has endorsed 19 partnership agreements for the operation of Arizona State Parks
- Parks Board seeks legislation to protect park-generated revenues, June 23, 2011 and September 14, 2011.

Attachments:

State Parks Operations Status Update - Pages 13A-13B

Partnership Agreement Status - Page 13C

Title: Operations Status Update Attachment
 Date: October 26, 2011
 Agenda Item #: G-2

A. Parks open without Financial Partnerships FY 2012:

1. Alamo Lake SP	
2. Buckskin Mountain SP	
3. Catalina SP	
4. Cattail Cove SP	
5. Dead Horse SP	
6. Fool Hollow Lake Recreation Area	
7. Kartchner Caverns SP	
8. Lake Havasu SP	
9. Lost Dutchman SP	
10. Patagonia Lake SP	
11. Picacho Peak State Park*	Reopened September 15, 2011
12. Slide Rock SP	
13. Tonto Natural Bridge SP	

B. Parks Operated by Arizona State Parks staff through Partnership Support:

1. Fort Verde SHP	Town of Camp Verde - \$70K agreement to June 30, 2012
2. Homolovi SP	Hopi Tribe - \$175K agreement to February 28, 2012
3. Jerome SHP	Yavapai County - \$30K agreement to August 31, 2012
4. Lyman Lake SP*	Apache County - \$22K Park open June 17 to October 17, 2011
5. Red Rock SP	Yavapai County - \$30K, Benefactors of Red Rock - \$40K agreement to June 30, 2012.
6. Roper Lake SP	Graham County – agreement to June 29, 2012

*PARKS WITH SEASONAL OPERATING SCHEDULES

C. Parks Operated by Partners with no State Parks Staff:

1. Boyce Thompson Arboretum SP	University of Arizona & Boyce Thompson Foundation
2. McFarland SHP	Town of Florence
3. Riordan Mansion SHP	Arizona Historical Society
4. Tombstone SHP	City of Tombstone
5. Tubac Presidio SHP	Santa Cruz County & Tubac Historical Society
6. Yuma Territorial Prison SHP	City of Yuma & Yuma Crossing Heritage Area
7. Yuma Quartermaster Depot SHP	City of Yuma & Yuma Crossing Heritage Area

D. Parks that are Closed to the Public:

1. Oracle SP	Agreement with Friends of Oracle State Park to provide \$21,000, to reopen the park on a limited schedule, 6-months per year in the Spring of 2012.
2. San Rafael Natural Area	Park Closed. Grazing Special Use permit implemented. No public access.

Title: Partnership Agreement Status Attachment
Date: October 26, 2011
Agenda Item #: G-2

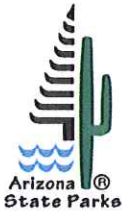
Park	IGA No.	Partner	Date Ending	Renewal Term
Homolovi	11-009	Winslow	10/31/2011	1 Year (2)
Oracle	12-010	Friends of OSP	12/31/2012	1 Year

Current Agreements:

Ft. Verde	10-032	Camp Verde	6/30/2012	1 Year (1)
Homolovi	11-036	Hopi Tribe	2/28/2012	1 Year (2)
Jerome	10-023	Yavapai Co.	8/31/2012	1 Year (1)
Tubac Presidio	10-037	Santa Cruz Co.	3/31/2012	1 Year (1)
Red Rock	10-045	Yavapai Co.	6/30/2012	1 Year (2)
Red Rock Gift Shop	11-010	Benefactors	6/30/2012	1 Year (2)
Red Rock-Connections	11-041	Benefactors	6/30/2012	1 year
Yuma QMD	10-006/11-062	Yuma	6/30/2012	3 Year (2)
Lyman Lake	10-038A1	Apache Co.	12/31/2012	Available, no set term
*Riordan Mansion	10-039	AHS	3/31/2013	2 Year (2)
Tombstone	10-035	Tombstone	3/31/2013	2 Year (2)
Yuma Terr. Prison	10-031	Yuma	3/31/2013	3 Year (2)
McFarland	11-027	Florence	6/30/2013	3 Year (2)

*Amended September 23, 2011, no ASP staff.

Arizona State Parks Board Information Report
Agenda Item #: G-3



Title: Summary of 2010 Employee Survey
Staff Lead: Jay Ziemann, Assistant Director
Date: October 26, 2011

Status to Date:

Every year since 1994, Arizona State Parks employees have had the opportunity to anonymously express their opinions on a variety of topics by means of an Employee Survey. Employees are asked to evaluate the performance of their supervisor and management, the effectiveness of communication channels, their satisfaction with their work environment, and their ideas for improving the agency. The Research and Marketing staff tabulates the results. As a result of input from past surveys, some accomplishments have included: in the late 1990s the training budget was significantly augmented, Board packets and minutes have been generally distributed throughout the agency, notes about the topics discussed by Executive Staff are distributed weekly to all staff, the format of the survey instrument has been altered to increase participation, and every employee has been given an e-mail account to enhance computer access and agency communication.

Upcoming Activities:

The results of the 2010 Employee Survey have been distributed to staff. Staff expects to have responses to the 2011 survey by the end of the calendar year.

Time Frame/Target Date for Completion:

Employee Surveys are completed annually.

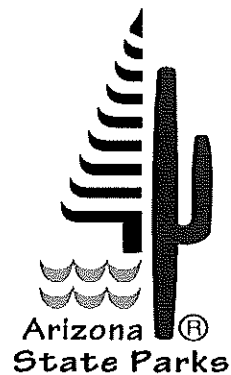
Relevant Past Board Actions:

Communication Goal: To effectively communicate with the public, policy makers, our partners, our peers and ourselves.

Attachments:

Arizona State Parks 2010 Employee Survey Results Executive Summary –
Pages 14A-14G

ARIZONA STATE PARKS
2010 EMPLOYEE SURVEY RESULTS
Executive Summary



RESEARCH AND MARKETING
SEPTEMBER 2011

SECTION 1 INTRODUCTION AND OVERVIEW OF RESULTS

Introduction

This report presents the results of the 2010 Arizona State Parks Employee Survey. Due to feedback received in the 2009 Employee Survey, Executive Staff, and the Communication Team decided it was necessary to focus on the topic of agency communication. Six different survey components included questions relating to employee satisfaction in the following areas: (1) the employee's overall job, (2) immediate supervisor, (3) perceptions of four management groups (Executive Staff, Section Chiefs, Regional Managers and Park Managers), and (4) perceptions of agency communication, as well as (5) general information and (6) demographics. Four of these components contained a series of statements. Agreement with these statements was measured on a 5-point Likert scale (1="Strongly disagree" to 5="Strongly agree"), and open-ended items provided employees opportunities to clarify or expand upon their survey responses.

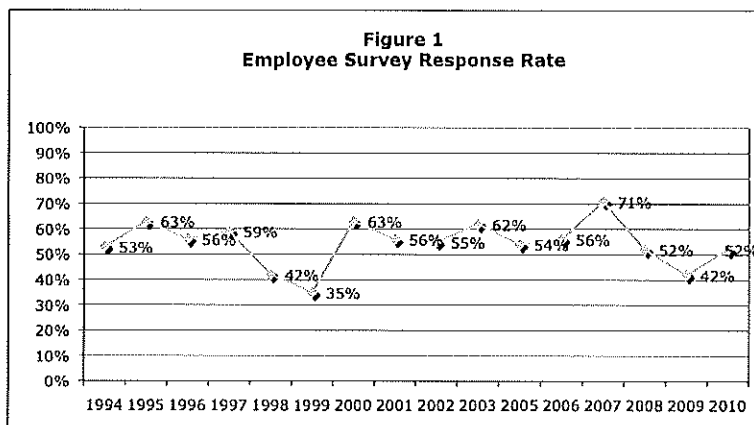
Employees were provided with several survey options. The survey link and an attached electronic copy of the survey were sent out to each employee on January 7, 2011. The survey was accompanied by a memo from the Executive Director with a deadline date of January 31, 2011. No identifying information was collected ensuring employees' anonymity. The majority of surveys were completed online.

Historical Context of Survey Results

In fiscal years 2008 through 2010, revenues and other funding sources utilized by Arizona State Parks to operate the State Park system, provide capital improvements to state parks properties, provide and support statewide programs, and award grants to Arizona communities were systematically swept into the state General Fund by the Arizona legislature. Through partnerships with municipalities, Friends groups and other organizations Arizona State Parks attempted to keep as many parks open and operating as possible. However, there has been a reduction in the number of Arizona State Parks employees, as a result of the sweeps, some park closures and employee retirements & resignations. When compared to the 2009 Employee Survey, Arizona State Parks had 10% fewer employees, with 6% fewer Field employees and 18% fewer Phoenix employees.

Employee Survey Response Rate

At the time the 2010 survey was conducted, Arizona State Parks had 208 employees 148 were field employees and 60 were from the Phoenix office. Of the 208 potential respondents, 109 returned *completed* surveys, resulting in a 52% response rate, an increase when compared to the 2009 Employee Survey (42%). Approximately one-third of surveys were completed by Phoenix office staff, whereas 65% were completed by Field staff.



*The 2003 Employee Survey was excluded from these comparisons because it was conducted using a different method as compared to the other surveys. In 2004, no Employee Survey was conducted as the agency continued to address issues raised by the 2003 survey.

Measures of Overall Satisfaction

My job

Arizona State Park employees' job satisfaction has increased since the last measurement period. Employees agree, on average, that they are proud to be Arizona State Park employees, they are satisfied with their job, they have the opportunity to learn and do new things with their job and they are aware of how their job contributes to the agency mission.

My Supervisor

Arizona State Parks employees are satisfied with the job performance of their supervisors also. They generally agree that their supervisors treat them with dignity, are available when needed, they can be honest with their supervisor in discussing work-related problems, their supervisor keeps them informed of issues relating to their section or park, and to a lesser extent, the agency as a whole, and that their supervisor clearly defines their job assignments. The means on items assessing the job performance of supervisors have stayed relatively stable over time.

Management Groups

Generally, employees' ratings of management groups have increased in comparison to the 2009 Employee Survey. Board presentation will include graphs illustrating trends over time in management ratings.

Overall

- On average, employees are satisfied with their access to all management groups.
- Employees neither disagreed nor agreed, on average, that Executive Staff, Section Chiefs and Regional Managers are 1) providing a clear sense of direction and leadership and 2) that these groups follow up on suggestions.

Results by Job Location

- When responses were examined by job location the means for employees in the

Field were generally lower than the means for employees in the Phoenix office. The exception was in ratings of Park Managers, where Field Staff's ratings were higher than Phoenix office employees'.

- For example, although ratings of the performance of Executive Staff and Section Chiefs increased for both Field and Phoenix office employees, Field employees neither disagreed nor agreed on average with these statements for these groups, whereas Phoenix employees agreed with all management items for both groups.
- Compared to the 2009 Employee Survey, Field and Phoenix ratings have generally become less pronounced (smaller differences between means).
- The standard deviations of Field and Phoenix staff did not show the same pattern as in 2009, where Field staff routinely had more variability and therefore larger standard deviations in general than Phoenix staff.
- Most of the ratings for the two groups are positively related, in that they are both more likely to have changed in the same direction since the 2009 Survey (either both increasing or decreasing), in contrast to 2009, when more of the mean ratings were negatively related (where one increased and the other decreased).

Items Addressing Communication

- The mean rating for the item, "There are effective communication channels available within the agency," is at the highest point since it's inclusion on the employee survey. For the first time, employees agree with this statement on average.
- All respondents said that they have access to a computer at work, and 94% reported that they feel comfortable accessing agency and job-related information at work.
- Most important **job-related** topics of information were: Agency policies and procedures, goals of my region/park/section, continuing education and training opportunities and career development. A few employees stated that all of the topics were important, therefore they could not rank them.
- Employees ranked the following **agency-related** topics of information as the most important: Agency budget issues, agency strategic plan progress and legislative action/issues.
- Employees use the following resources to access information most often: email announcements, verbal communication with a manager or supervisor and park or section staff meetings.
- Employees prefer to use the following resources to access information: email announcements, verbal communication from manager or supervisor and face-to-face meetings with Executive Staff. Employees also stated that the most difficult resources to use to access information were face-to-face meetings with Executive Staff, the Gemini server, and social media.
- Mean ratings of the extent to which communication has improved within both parks/sections and within the agency as a whole, also increased to an all time high, and have reached or almost reached agreement, on average.
- Despite the fact that employees agree on average with the statement, "I have a working knowledge of the mission, goals and objectives of my park or section," the mean rating on this item has decreased since 2008, when it reached an all-time

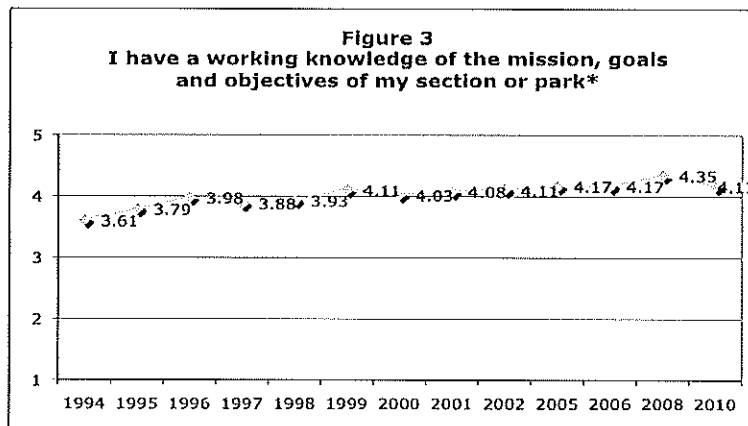
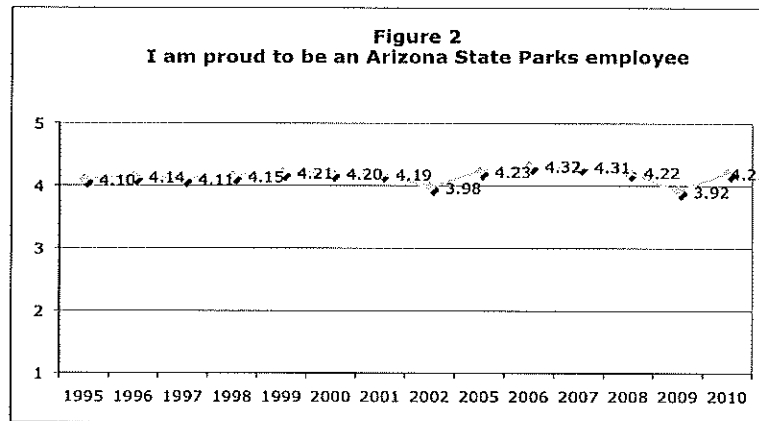
high.

The Agency

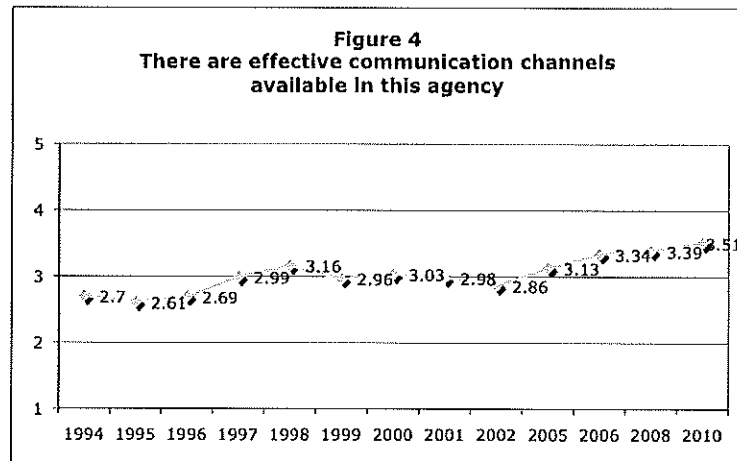
- Approximately three out of five (61%) employees agreed that Arizona State Parks does not tolerate discrimination of any kind. The mean rating on this item increased to agreement, on average, as compared to 2009 when employees neither agreed nor disagreed.
- Almost two-thirds of employees (65%) agreed that the agency does not tolerate sexual harassment, and the mean rating on this item increased since the 2009 survey.

Longitudinal Comparisons of Key Items

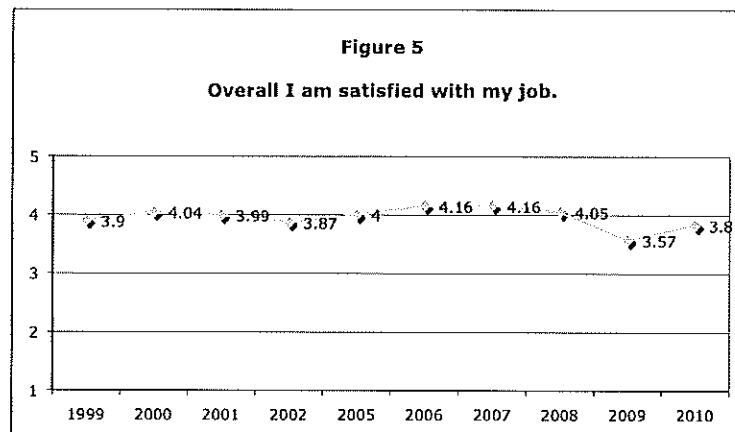
Note: All comparisons must be made with caution due to the low response rate for the 2009 survey.



*This question was not included on the shorter version of the Employee Survey in 2009.



*This question was not included on the shorter version of the Employee Survey in 2009.



Excerpt of Employee Comments

Employees were given the opportunity to include comments, clarification or solutions in six open-ended questions throughout the survey. The responses to these questions were categorized into themes and summarized in the report. Themes included praise of supervisors, colleagues, and management groups, while some provide criticism of existing practices and suggestions for improvements. Of the 123 submitted 2010 Employee Surveys returned, 64, or 52% included comments or suggestions. Themes are not included in the Executive Summary, they will be explored and utilized to explain and highlight quantitative findings in the Board presentation. It is important to note that many of the comments may be attributable to one or a small number of employees.

Since this survey focused on agency communication, one of the open ended questions asked employees what the barriers to communication they have experienced in the agency. Forty-five employees provided information about specific communication barriers that they have experienced within the agency (37%). Themes were:

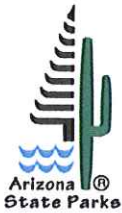
- Lack of access due to chain of command
- Pertinent information not always passed on to all those who need to know
- Agency processes (e.g., procurement)
- Information is not communicated in a timely manner

- Lack of feedback regarding decision-making
- Lack of access to technology
- Lack of employee initiative
- Lack of resources (e.g., funding, human resources, time, etc.)
- Conflicting information provided
- Employees', sections or parks territoriality
- Ineffective management
- Some employees haven't experienced communication barriers

Employees were also asked "What are some of the solutions that you have used to address the communication barriers that you have experienced in the agency?" Forty-one employees provided solutions to communication barriers within the agency. The following are the themes of methods used by Arizona State Parks employees to overcome communication barriers.

- Rely on information or confirmation from others
- Increase accessibility/face-to-face interactions
- Provide more information
- Newsletter
- Leave a message/contact by phone
- Use technology to facilitate communication
- Meetings
- Making sure all the right people are included in the discussion
- Training
- Some employees suggested specific methods of approach
- There is not a communication issues
- Given up
- Suggestion box

Arizona State Parks Board Information Report
Agenda Item #: G-4



Title: Arizona State Parks Agency Strategic Plan Update
Staff Lead: Jay Ziemann, Assistant Director
Date: October 26, 2011

Status to Date:

At its October 20, 2010 meeting, the Arizona State Park Board adopted an agency Strategic Plan and modified Objectives in June 2011. FY 2011 accomplishments from October 20, 2011, to June 30, 2011, as well as FY 2012 first quarter accomplishments are captured in the attachments.

Upcoming Activities:

The Board will review and discuss the agency Strategic Plan Goals, Objectives and Performance Measures during the October 26, 2011 Board meeting. The Board will formally review status of the agency's Strategic Plan regularly. Staff will continuously implement the plan and update agency accomplishments.

Time Frame/Target Date for Completion:

The Strategic Plan accomplishments are monitored by staff monthly. Attached to this report are the agency Strategic Plan accomplishments through FY 2011 ending June 30, 2011, and FY 2012 July through September 2011. Arizona State Parks staff will continue to report agency Strategic Plan accomplishments to the Board. The progress and accomplishments are not part of the Board's action, but are an update to the Board.

Relevant Past Board Actions:

At its October 20, 2010 meeting, the Arizona State Parks Board adopted a Strategic Plan. On June 23, 2011, the Board adopted three amended Objectives.

Attachments:

FY 2011 Strategic Plan accomplishments October 2010 through June 30, 2011 - Pages 15A-15I

FY 2012 Strategic Plan accomplishments July through September 2011 – Pages 15J-15O

ARIZONA STATE PARKS

Agency Strategic Plan

Goals and Objectives

Adopted October 20, 2010

Accomplishments through June 30, 2011

MISSION: Managing and conserving Arizona's natural, cultural and recreational resources for the benefit of the people, both in our parks and through our partners.

VISION: Arizona State Parks is indispensable to the economies, communities and environments of Arizona.

GOAL: **Resources**
To provide sustainable management of our natural, cultural, recreational, economic and human resources.

Objective A. By keeping all parks economically viable and open to the public.

<i>Status. Based on 28 Parks</i>	<i>October 2010</i>	<i>June 2011</i>
<i>Parks Open to Public</i>	79%	93%
<i>Parks Closed to the Public</i>	21%	7%
<i>Parks Open Full Time 7 days/week</i>	68%	57%
<i>Parks Open on Reduced Schedules</i>	11%	36%
<i>Parks Managed by ASP w/o assistance</i>	32%	43%
<i>Parks Managed by ASP w/assistance</i>	29%	29%
<i>Parks Managed by Others</i>	18%	21%

Three State Parks reopened to the public.

- *Jerome Historic Park reopened October 14, 2010.*
- *McFarland State Historic Park reopened February 12, 2011*
- *Homolovi State Park reopened March 18, 2011.*

1500 agency volunteers and Site Stewards donated 260,000 hours, which represents an estimated \$5.5 million of non-paid labor benefits.

Objective B. By standardizing and upgrading the information technology infrastructure.

- *On line Internet reservations deployed and available to the public for Kartchner Caverns tours and camping sites at eight camping parks: Buckskin Mountain/River Island, Cattail Cove, Catalina, Dead Horse Ranch, Fool Hollow, Kartchner Caverns, Lake Havasu, and Patagonia State Parks.*
- *Arizona Department of Administration and agency Human Resources and payroll deployed Employee Time Entry (ETE) April 2011, continuing to enhance the infrastructure for personnel/payroll administration.*
- *Photo Tool I-9 Service Center deployed to state agencies to enhance E-Verify, an Internet-based system required by the State of Arizona to determine the eligibility of employees to work in the United States.*
- *Arizona State Retirement System deployed online registration for employers/employees.*
- *Started internal processes to deploy ProcureAZ, the new State Procurement Office (SPO) e-Procurement system.*

Objective C. By efficiently processing grants, projects, paperwork and documents through the agency.

- *Listed 14 properties on the National Register of Historic Places.*
- *Completed 748 compliance project reviews, and 253 State Property Tax Reviews.*
- *Awarded 13 Off-Highway Vehicle projects from state and federal funds totaling \$939,700.*
- *Distributed Law Enforcement Boating Safety Fund in the amount of \$500,000 to Mohave and La Paz Counties.*
- *Awarded 3 Growing Smarter State Trust Land Acquisition Grants for a total of \$52,000,000 to the Cities of Phoenix and Scottsdale and Coconino County for the purchase of 5388 acres.*

Objective D. By increasing each staff member's knowledge, skills and abilities through training opportunities.

- *Seventy-five percent of supervisors successfully completed the Arizona Learning Center Supervisor Academy.*
- *One hundred percent of law enforcement officers completed calendar year 2010 AZPOST requirements for Continuing, Proficiency and Firearms training. On track for calendar year 2011.*
- *Fool Hollow hosted 280 firefighters and 17 park rangers for a Wildland Firefighter refresher class.*

Objective E. By providing agency staff with a stimulating, safe, and challenging work environment.

- *Based on the 2010 Employee Survey, the percentage of employees who agreed with the statement, "I am proud to be an Arizona State Parks employee" increased by 10% from 2009 (74% to 84%) 2010.*
- *100% eligible employees (57) recognized for annual State of Arizona and Arizona State Parks Service Awards.*

Arizona State Parks Awards and Recognition

Agency/Individual Award	Date	Recognition
<i>Rural Economic Development Award</i>	<i>October 2010</i>	<i>Recognized the Verde Valley State Parks Partnership "Partnering to Preserve Arizona's Crown Jewels" with Yavapai County.</i>
<i>People's Choice Award</i>	<i>February 2011</i>	<i>Tonto Natural Bridge State won Best of the Rim Country, Best Place to Hike, Best Historical Site.</i>
<i>Kartchner Caverns State Park and Alamo Lake State Parks added to Global Star Park Network</i>	<i>March 2011</i>	<i>Kartchner Caverns State Park (with the Huachuca Astronomy Club) and Alamo Lake State Park (with the Astronomers of Verde Valley) were the first state parks in the United States to be granted the "One Star at a Time" award and became a member of the Global Star Park Network.</i>
<i>Cattail Cove State Park Wins 2011 RVWest's Reader's Choice Award</i>	<i>April 2011</i>	<i>Cattail Cove State Park won the Bronze Award for Favorite Snowbird RV Park or Campground - Arizona in the 5th Annual Reader's Choice Awards presented by RVWest magazine.</i>
<i>Special Recognition</i>	<i>May 2011</i>	<i>State Historic Preservation Office (SHPO) staff member Bob Frankenberger recognized for his participation on the Hoover Dam Bypass Project Design Advisory Panel.</i>
<i>Governor's Heritage Preservation Honors Awards</i>	<i>June 2011</i>	<i>Recognized Arizona State Parks, Yavapai County, Town of Jerome, and Jerome Historical Society: A Partnership Nomination for the Stabilization of Douglas Mansion at Jerome State Historic Park.</i>

GOAL : Visitors

To provide safe, meaningful and unique experiences for our visitors, volunteers and citizens.

Objective A. By working with agency personnel to implement and update the master list of economically feasible facility upgrades that improve the visitor experience and increase revenue.

Facility Updates Completed

<i>Stabilize/repave existing Alamo Lake Road launch ramp</i>	<i>Alamo</i>
<i>New poly type vault toilets (2)</i>	<i>Alamo</i>
<i>Replace fire destroyed water line</i>	<i>Boyce Thompson Arboretum</i>
<i>New guardrails for cabana stabilization area</i>	<i>Buckskin</i>
<i>Stabilization of cabana area</i>	<i>Buckskin</i>
<i>Underground utility cable to Contact Station</i>	<i>Buckskin</i>
<i>New entrance sign</i>	<i>Buckskin</i>
<i>New roof at existing restroom/shower building</i>	<i>Buckskin/River Island</i>
<i>New restroom/shower building</i>	<i>Buckskin/River Island</i>
<i>Upgrade potable water well</i>	<i>Buckskin/River Island</i>
<i>Crack and slurry seal roads and parking</i>	<i>Catalina</i>
<i>Overflow parking area</i>	<i>Catalina</i>
<i>Upgrades to Water/Wastewater Treatment Plant</i>	<i>Catalina</i>
<i>New poly type vault toilets (8)</i>	<i>Cattail Cove</i>
<i>New Park Managers residence</i>	<i>Cattail Cove</i>
<i>Repair/replace wood shingle roofs - all buildings</i>	<i>Dead Horse</i>
<i>Repair roof at Visitors Center</i>	<i>Fort Verde</i>
<i>New projector with appurtenances</i>	<i>Homolovi</i>
<i>Crack and slurry seal roads and parking</i>	<i>Kartchner</i>
<i>New wrought iron fencing</i>	<i>Kartchner</i>
<i>New flooring for two residences</i>	<i>Lake Havasu</i>
<i>Modifications to existing overflow parking at Windsor 4</i>	<i>Lake Havasu</i>
<i>Crack & Slurry Seal - all areas</i>	<i>Lake Havasu</i>
<i>Potable water to 38 campground sites</i>	<i>Lake Havasu</i>
<i>Crack Seal - all areas</i>	<i>Lost Dutchman</i>
<i>Overflow parking area</i>	<i>Lost Dutchman</i>
<i>Electrify 38 campground sites</i>	<i>Lost Dutchman</i>
<i>New restroom/shower building</i>	<i>Lost Dutchman</i>
<i>New roof at archive & restroom building</i>	<i>Lost Dutchman</i>
<i>New separate meter for Archives Building</i>	<i>McFarland</i>
<i>Seal cost all porches at Courthouse</i>	<i>McFarland</i>
<i>Adobe stabilization at Kannally House</i>	<i>McFarland</i>
<i>Termite treatment at Kannally House</i>	<i>Oracle</i>
<i>Termite treatments-all structures</i>	<i>Oracle</i>
<i>New maintenance building with insulation</i>	<i>Red Rock</i>
<i>New poly type vault toilets (4)</i>	<i>Roper</i>
<i>Boundary fencing (maintenance & repair)</i>	<i>Roper</i>
<i>New boundary fencing@Fresno Canyon</i>	<i>Sonoita Creek</i>
<i>Complete Caretaker's area & exterior paint lodge</i>	<i>Sonoita Creek</i>

Arizona State Parks Strategic Plan

Fiscal Year 2011

Page 5

<i>New poly type vault toilets (4)</i>	<i>Tonto</i>
<i>Water damage at lodge</i>	<i>Tonto</i>

Objective B. By working with agency personnel to market events and improve the overall quality of existing events.

Park Events

Park Name	Event	Event Date	Attendance
<i>Dead Horse Ranch State Park</i>	<i>Verde River Days</i>	<i>September 24, 2010</i>	<i>3944</i>
<i>Kartchner Caverns State Park</i>	<i>Star Night Event</i>	<i>September 24, 2010</i>	<i>349</i>
<i>Fort Verde State Historic Park</i>	<i>Fort Verde Days</i>	<i>October 9/10, 2010</i>	<i>678</i>
<i>Jerome State Historic Park</i>	<i>Grand Re-Opening</i>	<i>October 14, 2010</i>	<i>800</i>
<i>Kartchner Caverns State Park</i>	<i>Cave Fest</i>	<i>November 12, 2010</i>	<i>1269</i>
<i>Alamo Lake State Park</i>	<i>5th Annual Night Under the Stars</i>	<i>November 19, 2010</i>	<i>300</i>
<i>McFarland State Historic Park</i>	<i>Grand Re-Opening</i>	<i>February 12, 2011</i>	<i>275</i>
<i>Fort Verde State Historic Park</i>	<i>Buffalo Soldiers</i>	<i>February 12/13, 2011</i>	<i>406</i>
<i>Cattail Cove State Park</i>	<i>Geocache Bash</i>	<i>February 19, 2011</i>	<i>167</i>
<i>Picacho Peak State Park</i>	<i>Civil War in the Southwest</i>	<i>March 12/13, 2011</i>	<i>4192</i>
<i>Homolovi State Park</i>	<i>Grand Re-Opening</i>	<i>March 18/19, 2011</i>	<i>800</i>
<i>Archaeological and Historical Organizations</i>	<i>Arizona Archaeology Exposition</i>	<i>March 26/27, 2011</i>	<i>1300</i>
<i>Lake Havasu State Park</i>	<i>Annual Boat Show</i>	<i>April 8/9, 2011</i>	<i>6221</i>
<i>Fort Verde State Historic Park</i>	<i>History of the Soldier</i>	<i>April 9/10, 2011</i>	<i>192</i>
<i>Catalina State Park</i>	<i>Festival of the Sun: Solar Potluck and Exhibition</i>	<i>April 16, 2011</i>	<i>1157</i>
<i>Dead Horse Ranch State Park</i>	<i>Verde Valley Birding & Nature Festival</i>	<i>April 28-May 1, 2011</i>	<i>1145</i>
<i>Patagonia Lake State Park</i>	<i>Mariachi Festival</i>	<i>May 21, 2011</i>	<i>1731</i>
<i>Red Rock/Lost Dutchman State Park</i>	<i>Moonlight Hike Hosted Visitors</i>	<i>Fiscal Year 2011</i>	<i>1561</i>

15E

Grants Received by Arizona State Parks.

- *Received \$5,000 grant from Coca-Cola Company for recycled bags to be used for recycling at the parks, January 2011.*
- *Awarded a cultural tourism grant in the amount of \$7,250 by the Arizona Humanities Council to be a partner in the Grand Re-Opening celebration of Homolovi State Park.*
- *Received an Odwalla Inc. grant for \$1,300 to plant a Pear Orchard at Slide Rock State Park.*
- *Awarded a \$25,000 in kind grant from Geico in collaboration with Arizona State Parks partners; the Arizona Watchable Wildlife Foundation, the Arizona Game & Fish Department and Bureau of Land Management.*

Objective C. By striving to operate the visitor interface component of the park system with a “cost neutral” budget where visitor revenue equals or exceeds direct visitor costs.

Staff collected and computed “park level” operating revenue and expenditures on a park-by-park basis so a pro forma business analysis could be completed and presented to the Arizona State Parks Board.

GOAL: Planning

To document our progress through planning, analysis and research.

Objective A. By collecting scientific and historical data on natural and cultural resources to better inform decision-making.

- *Completed the fourth season of a planned 10-year effort of the Hummingbird Monitoring Network at the Sonoita Creek Natural Area. The project monitors the migratory species for diversity, behavior, ecological setting and other faunal and flora linkages. The relative health of the hummingbird population serves as a viable proxy for monitoring and assessing the general health of the natural area. Dr. Susan Wethington of Patagonia is leading this project.*
- *Discovered 24 new species of invertebrates at Kartchner Caverns State Park, bringing the total to 76. The cave invertebrates at Kartchner Caverns are highly sensitive and efficient indicators of health and functionality of cavern environment.*
- *Dr. Paul Polechla, University of New Mexico, and park staff led a study of the comparative analysis of river otter diets in each of the main tributaries and upriver and downriver sites of the Verde River Greenway relative to Dead Horse Ranch State Park. Endemic river otter populations and associated diet have long served as a key index species for river ecosystem functionality.*

Objective B. By updating the long-term Capital Improvement Plan.

Capital Improvement Plan adopted by Arizona State Parks Board June 23, 2011.

Objective C. By continuing to provide accurate, timely, and targeted agency reports on program management and analysis for internal and external use.

- *Completed and posted agency Annual Report on the agency website prior to December 31, 2010.*
- *Provided monthly agency cash flow reports to the Governor's Office of Planning and Budgeting, the Joint Legislative Budget Committee, and the State Comptroller.*
- *Provided monthly individual park and park system attendance and revenue statistics for staff and interested outside recipients.*
- *Submitted annual Occupational Safety and Health Administration (OSHA) injury and illness report for workplaces January 2011.*
- *Submitted agency annual Equal Employment Opportunity (EEO) plan to Governor's Office of Equal Opportunity February 2011.*

Objective D. By continuing to implement the Revised State Historic Preservation Plan. *Completed National Park Service/Historic Preservation Fund Grant Application. The final appropriation was tied to the approval of the federal budget, which was agreed upon in April 2011.*

GOAL: Partnerships

To build lasting public and private partnerships to promote local economies, good neighbors, recreation, conservation, tourism and establish sustainable funding for the agency.

Objective A. By continuing and expanding collaboration with federal, tribal, state, and local governments, non-governmental organizations (NGOs), concessionaires and private sector individuals whose objectives or duties are similar to State Parks.

New or renewed agreements with State Parks and local governments and/or non-profit organizations to help keep parks open to the public through Partnership Support:

<i>State Park</i>	<i>Partnership Support</i>	<i>Status of Agreement</i>	<i>Date of Agreement/Renewal</i>
<i>Homolovi State Park</i>	<i>Hopi Tribe</i>	<i>New Agreement</i>	<i>October 2010</i>
<i>Tubac Presidio State Historic Park</i>	<i>Santa Cruz County and Tubac Historical Society</i>	<i>Renewal</i>	<i>February 2011</i>
<i>Lyman Lake State Park</i>	<i>Apache County</i>	<i>Renewal</i>	<i>April 2011</i>
<i>Roper Lake State Park</i>	<i>Graham County</i>	<i>Renewal</i>	<i>April 2011</i>
<i>Fort Verde State Historic Park</i>	<i>Yavapai County and Town of Camp Verde</i>	<i>Renewal</i>	<i>June 2011</i>
<i>Red Rock State Park</i>	<i>Yavapai County and Benefactors of Red Rock State Park</i>	<i>Renewal</i>	<i>June 2011</i>

- *Ongoing agreements with local governments and non-profit organizations to help keep the following parks open to the public: Alamo Lake, Boyce Thompson Arboretum, Jerome, Lost Dutchman, McFarland, Picacho Peak, Riordan Mansion, Tombstone Courthouse, Tonto Natural Bridge, Yuma Quartermaster Depot and Yuma Territorial Prison.*
- *Awarded a fixed price contract for the first phase of an online, web based tour and campground reservation system.*
- *Issued a Request For Proposal for operation of Oracle State Park.*
- *Received six responses to a Request for Information seeking information about what products or services potential private concessionaires might be interested in providing.*
- *Approved 314 AZSITE (an electronic inventory of archaeological sites, surveys and projects in Arizona) users from 85 organizations. The AZSITE website receives approximately 200 visits per day.*
- *Oversee 654 active Site Stewards monitoring over 1595 sites. This is the 25th anniversary of the program.*
- *Approved the first county Certified Local Government (CLG) - Pima County. Monitored three CLGs.*

Objective B. By implementing a community relations strategy that addresses each park's unique location, program audience, and adjacent and thematic communities.

Implemented strategies with community leaders, friends groups, State Parks Foundation and the media to enhance the visibility of ASP's parks and programs, as well as enhance our working relationships with our partners.

- *Distributed 150,000 park guides through statewide Chambers.*
- *Qualified 800 individuals for the Veterans' Annual Pass Program.*
- *Partnered with Arizona Highways magazine in a cooperative marketing program.*
- *Partnered with community leaders in the grand re-opening of Homolovi, McFarland and Jerome State Historic Parks.*
- *Partnered with Arizona Watchable Wildlife Tourism Association and the Arizona Parks and Recreation Association.*

Objective C. By continuing partnership awareness/education on agency programs, planning and activities.

Ongoing. Staff and Parks Board members continuously meet with community groups and trade organizations to educate parties on the benefits of Arizona State Parks and the agency's current financial situation, including:

- *Rural Legislative Caucus (approximately 25 legislators)*
- *Winslow Chamber of Commerce Annual meeting (150 people)*
- *Greater Association of Mayors (30 people)*
- *Yuma City Council (50 people)*
- *Channel 8 - PBS - Horizon - May 3, 2011 (thousands) 1 million viewers (per week)*
- *Channel 3 - BELO - "Politics Unplugged" about (80,000 people)*
- *2011 Historic Preservation Conference - (350 people)*

Objective D. By working with stakeholders to create and promote a strategy for sustainable agency funding.

Ongoing. Continue to work with stakeholders and leaders to develop and implement a sustainable funding stream.

GOAL : Communications

To effectively communicate with the public, policy makers, our partners, our peers and ourselves.

Objective A. By utilizing marketing strategies.

Utilized traditional marketing strategies (Print, Radio, Internet, Printed Collateral, Out of Home Advertising, Outreach Events and Partnerships).

- *Conducted "State Parks in the City" contest May 2011.*
- *Conducted summer advertising campaign (radio, print, etc.) highlighting seasonal opening of Lyman Lake State Park and Arizona State Parks as summer vacation destinations.*
- *Conducted advertising campaign highlighting online camping reservations.*

Utilized emerging marketing strategies.

- *Social Media*
 - *Facebook [5,446 fans]*
 - *Twitter [3,598 followers]*
- *Cell Phone Text messages*
- *Crowd Source coupons*

Objective B. By enhancing the public relations plan.

- *Produced 396 million exposures in local/national media.*
- *Planned and coordinated 3000 stories about Arizona State Parks.*

<i>Visitation</i>	<i>FY 2010</i>	<i>FY 2011</i>	<i>Change</i>
<i>Parks Operated by Arizona State Parks</i>	<i>2,211,953</i>	<i>1,858,163</i>	<i>-16%</i>
<i>Parks Operated by Arizona State Parks and Partners</i>	<i>2,267,407</i>	<i>2,003,262</i>	<i>-12%</i>

Objective C. By enhancing agency internal communications including electronic posting of information.

- *Based on the 2010 Employee Survey, the percentage of employees who agreed with the statement, "I think communication in the agency has improved in the past 12 months" increased by 6% from 2009 (56% to 62%).*
- *Employee preferred method of communication is e-mail.*

ARIZONA STATE PARKS
Agency Strategic Plan
Goals and Objectives
Adopted October 20, 2010
Accomplishments FY 2012 July-September 2011

MISSION: Managing and conserving Arizona's natural, cultural and recreational resources for the benefit of the people, both in our parks and through our partners.

VISION: Arizona State Parks is indispensable to the economies, communities and environments of Arizona.

GOAL: **Resources**
To provide sustainable management of our natural, cultural, recreational, economic and human resources.

Objective A. By keeping all parks economically viable and open to the public.

<i>Status of Park. Based on 28 parks</i>	<i>July 2011</i>	<i>September 2011</i>
<i>Parks Open to Public</i>	93%	93%
<i>Parks Closed to the Public</i>	7%	7%
<i>Parks Open Full Time 7 days/week</i>	57%	61%
<i>Parks Open on Reduced Schedules</i>	36%	32%
<i>Parks Managed by ASP w/o assistance</i>	43%	46%
<i>Parks Managed by ASP w/assistance</i>	29%	22%
<i>Parks Managed by Others</i>	21%	25%

Objective B. By standardizing and upgrading the information technology infrastructure.

- *On line Internet reservations deployed and available to the public for camping sites at three camping parks: Alamo Lake, Lost Dutchman, and Picacho Peak State Parks.*
- *Deployed Human Resource Information Systems (HRIS) Benefit/Retirement Waiting Period Calculator enhancement.*

Objective C. By efficiently processing grants, projects, paperwork and documents through the agency.

- *Completed 161 compliance project reviews, and 46 State Property Tax Reviews.*
- *6 applications forwarded to National Park Service for Certification.*
- *Approved FY 2012 Law Enforcement Boating Safety Fund (LEBSF) funds (\$750,001) to be distributed to Yuma, Mohave and La Paz Counties.*
- *Awarded 4 Growing Smarter State Trust Land Acquisition Grants to the cities of Phoenix and Scottsdale for a total of \$40,460,000 for the purchase of 5008 acres.*

Objective D. By increasing each staff member's knowledge, skills and abilities through training opportunities.

- *Seventy-five percent of supervisors have successfully completed the Arizona Learning Center Supervisor Academy.*
- *AZPOST Law Enforcement Training on target for calendar year.*
- *Phoenix Office and Field staff trained on ProcureAZ, the new State Procurement Office (SPO) e-Procurement system.*
- *Arizona Department of Administration Internship training (10 Phoenix Office employees)*

Objective E. By providing agency staff with a stimulating, safe, and challenging work environment.

Arizona State Parks Awards and Recognition

<i>Agency/Individual Award</i>	<i>Date</i>	<i>Recognition</i>
<i>Culturekeeper Award</i>	<i>September 2011</i>	<i>Arizona Site Steward Program was recognized as Culturekeepers for their work over the last 25 years in site monitoring and public education - Saving our Sites and Preserving Our Past.</i>
<i>Gwynn Setella, Park Ranger Specialist, Homolovi State Park and her family</i>	<i>September 2011</i>	<i>Honored as Culturekeepers for their work in preserving Hopi pottery tradition.</i>

- *Arizona Department of Administration BeWell Benefit program implemented for State of Arizona/Arizona State Parks employees.*
- *Recognized 11 Phoenix Office employees for State of Arizona and State Parks Service.*

GOAL : Visitors

To provide safe, meaningful and unique experiences for our visitors, volunteers and citizens.

Objective A. By working with agency personnel to implement and update the master list of economically feasible facility upgrades that improve the visitor experience and increase revenue.

Facility Upgrades Completed

<i>New water treatment plant upgrades</i>	<i>Buckskin/ River Island</i>
<i>New heating, ventilation and air conditioning for contact station</i>	<i>Lost Dutchman</i>
<i>Crack and slurry seal roads and parking</i>	<i>Patagonia</i>
<i>Electrify 105 campsites</i>	<i>Patagonia</i>
<i>Crack and slurry seal roads and parking</i>	<i>Picacho Peak</i>

Objective B. By working with agency personnel to market events and improve the overall quality of existing events

Park Events

<i>Park Name</i>	<i>Event</i>	<i>Event Date</i>	<i>Attendance</i>
<i>Lyman Lake State Park</i>	<i>"Country Fire"</i>	<i>September 3, 2011</i>	<i>500</i>
<i>Homolovi State Park</i>	<i>Suvoyuki Day</i>	<i>August 27, 2011</i>	<i>240</i>
<i>Lake Havasu State Park</i>	<i>Labor Day Weekend</i>	<i>September 2-4, 2011</i>	<i>10,000</i>
<i>Kartchner Caverns State Park</i>	<i>Star Night</i>	<i>September 24, 2011</i>	<i>190</i>
<i>Dead Horse Ranch State Park</i>	<i>Verde River Days</i>	<i>September 24, 2011</i>	<i>2800</i>
<i>Red Rock State Park</i>	<i>Moonlight Hikes Hosted Visitors</i>	<i>Fiscal Year 2012</i>	<i>200</i>

Objective C. By striving to operate the visitor interface component of the park system with a "cost neutral" budget where visitor revenue equals or exceeds direct visitor costs.

"Park Revenue and Analysis and Hypothetical Revenue Sharing for 3rd Party Operators" was presented to the Arizona State Parks Board on September 14, 2011. The Parks Board stated that agreements with potential 3rd party operators of Arizona State Parks facilities should result in increasing net revenues and reducing net costs, keeping parks open and operating, and protecting natural and cultural resources. Estimated revenue sharing needs to meet the Parks Board goal would be between 24% and 53%, depending on the stated assumptions. Staff will continue to work on issuing Request for Proposals to increase both visitor experiences and net revenues from 3rd Party Operators.

GOAL: Planning

To document our progress through planning, analysis and research.

Objective A. By collecting scientific and historical data on natural and cultural resources to better inform decision-making.

- Started the 5th season for the Hummingbird Monitoring Network project, at the Sonoita Creek Natural Area. The project monitors the migratory species for diversity, behavior, ecological setting and other faunal and flora linkages. The relative health of the hummingbird population serves as a viable proxy for monitoring and assessing the general health of the natural area.*
- Continuing cave invertebrates study at Kartchner Caverns. Cave invertebrates are highly sensitive and efficient indicators of health and functionality of cavern environment.*

Objective B. By updating the long-term Capital Improvement Plan.
Capital Improvement Plan completed in July.

Objective C. By continuing to provide accurate, timely, and targeted agency reports on program management and analysis for internal and external use.

- *Provided monthly agency cash flow reports to the Governor's Office of Planning and Budgeting, the Joint Legislative Budget Committee, and the State Comptroller.*
- *Provided monthly individual park and park system attendance and revenue statistics for staff and interested outside recipients.*
- *Completed and posted State Historic Preservation Office (SHPO) Governor's Archaeological Advisory Commission report.*

Objective D. By continuing to implement the Revised State Historic Preservation Plan. *Completed National Park Service/Historic Preservation Fund Grant Application. The final appropriation was tied to the approval of the federal budget, which was agreed upon in April 2011.*

GOAL: Partnerships

To build lasting public and private partnerships to promote local economies, good neighbors, recreation, conservation, tourism and establish sustainable funding for the agency.

Objective A. By continuing and expanding collaboration with federal, tribal, state, and local governments, non-governmental organizations (NGOs), concessionaires and private sector individuals whose objectives or duties are similar to State Parks.

New or renewed agreements with State Parks and local governments and/or non-profit organizations to help keep parks open to the public through Partnership Support:

<i>State Park</i>	<i>Partner</i>	<i>Status of Agreement</i>	<i>Date of Agreement/Renewal</i>
<i>Yuma Quartermaster Depot State Historic Park</i>	<i>City of Yuma</i>	<i>Renewal</i>	<i>August 2011</i>
<i>Jerome State Historic Park</i>	<i>Yavapai County</i>	<i>Renewal</i>	<i>August 2011</i>

- *Kartchner Caverns State Park Partnership-Eller College of Business, 2011 Dorrance Scholars and Entrepreneurs, 3rd Annual Event, NAU, UA, ASU, July 13, 2011.*
- *Winslow Chamber of Commerce installed Homolovi State Parks interpretive panels.*
- *City of Winslow proclaimed August 27, 2011, Suvoyuki Day. Homolovi Chapter of Arizona Archaeological Society sponsored corn roast and Hopi dancers.*
- *Developed a supplemental project agreement with Coconino Rural Environment Corps to operate Off-Highway Vehicle Ambassador program in northern Arizona.*
- *"Country Fire" at Lyman Lake State Park, held on Labor Day weekend, was collaboration with St. John's Chamber of Commerce, Apache County and Arizona State Parks.*
- *Issued Request for Information (RFI) for the Lodge at Tonto Natural Bridge on September 8, 2011. Meeting held at Tonto Natural Bridge on September 20, 2011 with interested 3rd Party Operators.*

ISM

- *On September 16, 2011, Arizona State Parks Executive Director and Vice Chair of the Parks Board testified at the Arizona Department of Transportation Board (ADOT) meeting to encourage partnerships with Arizona State Parks.*
- *On September 21, 2011, Jerome Chamber of Commerce hosted a mixer at Jerome State Historic Park for approximately 75 community and business owners, as well as local elected officials, to engage small business owners and discuss cross-marketing opportunities.*

Objective B. By implementing a community relations strategy that addresses each park's unique location, program audience, and adjacent and thematic communities.

Objective C. By continuing partnership awareness/education on agency programs, planning and activities.

Ongoing. Staff and Parks Board members continuously meet with community groups and trade organizations to educate parties on the benefits of Arizona State Parks and the agency's current financial situation, including:

Objective D. By working with stakeholders to create and promote a strategy for sustainable agency funding.

Ongoing. Continue to work with stakeholders and leaders to develop and implement a sustainable funding stream.

- *Request to the Governor's Office for approval of proposed legislation.*
- *Ongoing staff efforts with lawmakers and partners to further Parks Board legislative agenda.*
- *Arizona Forward, a business-based coalition vested in enhancing the state's environmental quality, developed a parks and open space primer, "Why Parks and Open Space Matter: The Economics of Arizona's Natural Assets," to provide unbiased facts, background information and answers to frequently asked questions.*
- *Developed a working draft to serve as the agency messaging statement.*
- *Partnership with the League of Arizona Cities and Towns regarding Arizona State Parks ability to raise, keep and expend the money it earns.*
- *Letter from Chair, Arizona State Parks Board, to Arizona State Legislature on State Parks financial needs.*

GOAL : Communications

To effectively communicate with the public, policy makers, our partners, our peers and ourselves.

Objective A. By utilizing marketing strategies.

Traditional Strategies

- *Reinstituted the Parks Group Tour Program.*
 - *Addressing national marketing strategy to bring tour groups to Arizona.*
- *Arizona selected by the American Trails Board of Directors as the 2013 American Trails "International Trails Symposium" to be held April 14-17, 2013.*

Emerging Strategies

- *6,098 Facebook fans/likers*
- *4,265 followers on Twitter*

Objective B. By enhancing the public relations plan.

Ongoing. The public relations plan is a daily document that is updated to reflect activities with the media and support for our partners.

<u>Visitation</u> <i>Parks Operated by Arizona State Parks</i>	<i>FY 2011</i>	<i>FY 2012</i>	<i>Change</i>
<i>July</i>	<i>214,530</i>	<i>217,717</i>	<i>+1.49%</i>
<i>August</i>	<i>144,951</i>	<i>149,493</i>	<i>+3.13%</i>

Objective C. By enhancing agency internal communications including electronic posting of information.

Quarterly Regional Meetings held in all four regions

Arizona State Parks Board Information Report

Agenda Item #: G-5



Title: Evaluate the Arizona State Parks Board using the State of Virginia Flowchart for Evaluating Agencies, Boards and Commissions
Staff Lead: Jay Ziemann, Assistant Director
Date: October 26, 2011

Status to Date:

On January 21, 2010, by Executive Order 2010-10, Governor Brewer established the Commission on Privatization and Efficiency (COPE). On September 21, 2010, COPE released their initial report to the Governor and Recommendation #9 in that initial report dealt with Arizona State Parks concessions. The full report was expected by the end of 2010 but was released on July 21, 2011.

To view the full report go to this link: <http://www.azcope.gov/>.

In the full report and of particular interest for Arizona State Parks (ASP) is Recommendation #4 – Elimination, Merger, Efficiency Review or Privatization of Agencies, Boards and Commissions. This recommendation referred to a Table 5 that would offer recommendations on potential opportunities for elimination, consolidation, review, and/or privatization but Table 5 was not included in the report.

Upcoming Activities:

At its September 14, 2011 meeting, the Arizona State Parks Board asked staff to meet with each of its advisory committees and have them use the State of Virginia's Flowchart, which was included in Recommendation #4 of the COPE Report, as a tool for self-evaluation. The Board members were also interested in running the Board through the Flowchart at its October meeting.

Time Frame/Target Date for Completion:

The Board's advisory committee's responses to the Flowchart will be discussed at the November 30, 2011 Board meeting.

Relevant Past Board Actions:

At its January 12, February 23, March 17, May 11, and September 14, 2011 meetings, the Arizona State Parks Board received updates from staff on COPE.

Board member Walter D. Armer, Jr. requested staff do an analysis of the Advisory Committees at the June 23, 2011 Parks Board meeting.

Attachments:

State of Virginia, Boards and Commission Elimination and Consolidation – Pages 16A-16K



Government Simplification & Operations Committee Boards and Commission Elimination and Consolidation Recommendations Submitted for Consideration

The Commonwealth of Virginia currently has 360 boards, commissions, and authorities to which the Governor makes appointments. These are the advisory, regulatory, and policy-making boards of Virginia. There are approximately 4,250 total citizens who are appointed by the Governor to serve on these boards and commissions. This number does not include the General Assembly seats on joint boards that have seat appointments from both the Governor and the General Assembly.

The majority of boards and commissions hold quarterly meetings. Some boards and commissions will meet more or less frequently based on the issues, hearings, or other matters which they handle. 360 board meetings at an average of four times per year equate to 1,440 board meetings per year in the Commonwealth.

Membership requirements for the boards and commissions are set either by Code of Virginia, Federal Code, Interstate Compacts or by the Governor's Executive Order or Executive Directive. Boards and commissions receive staff support by personnel in the state agency affiliated with the board. The Attorney General's Office, in some cases, will send a representative (legal counsel) to board meetings to address any legal issues pertaining to the work of the board or commission.

Three full-time staffers, the Secretary of the Commonwealth (SOTC) and the Governor spend significant time on appointments.

Many boards have specific, detailed requirements for seats that require significant research time from SOTC staff to find qualified candidates.

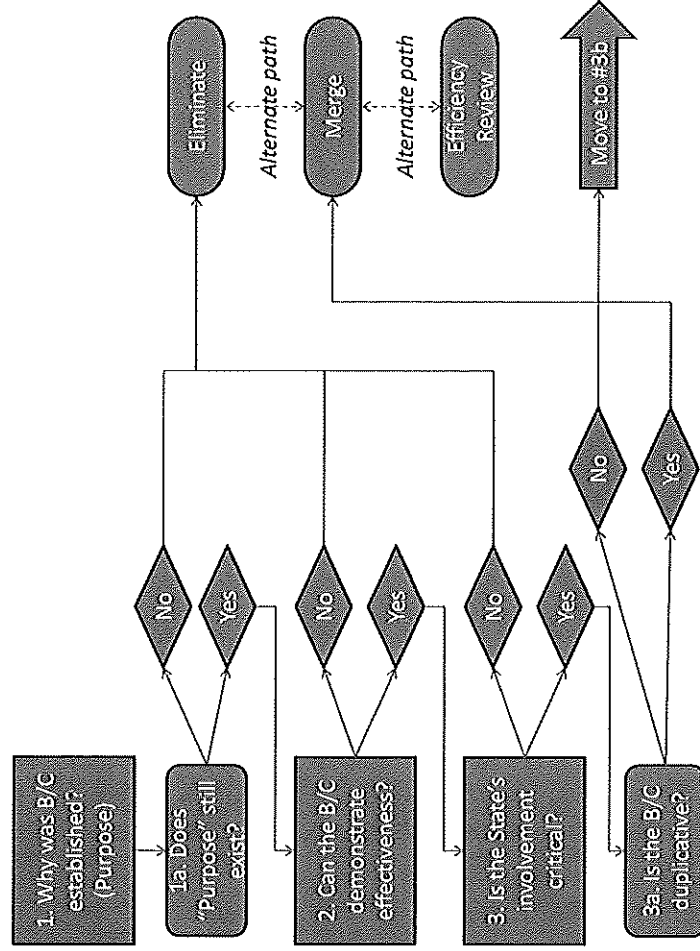
In preparation for future recommendations on consolidation and elimination of various boards and commissions, the criteria flow chart for review of boards and commissions should be used.

The following recommendations have been presented to Delegate Oder's Committee of the Commission on Government Reform & Restructuring for consideration on November 15, 2010. They have been compiled by members of the Commission and staff, but no final recommendation has been adopted. The Commission encourages public comment and feedback: please submit your comments at www.reform.virginia.gov and click on the "Comment on the Commission's Potential Recommendations" link on the left hand side.



Government Simplification & Operations Committee

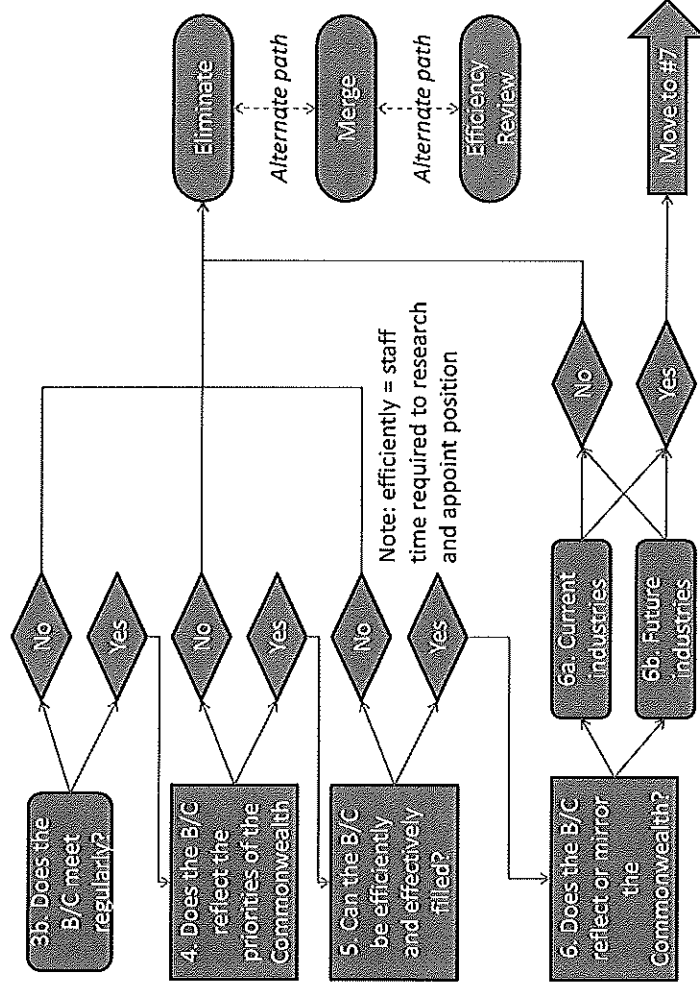
Boards and Commission Elimination and Consolidation Recommendations Submitted for Consideration



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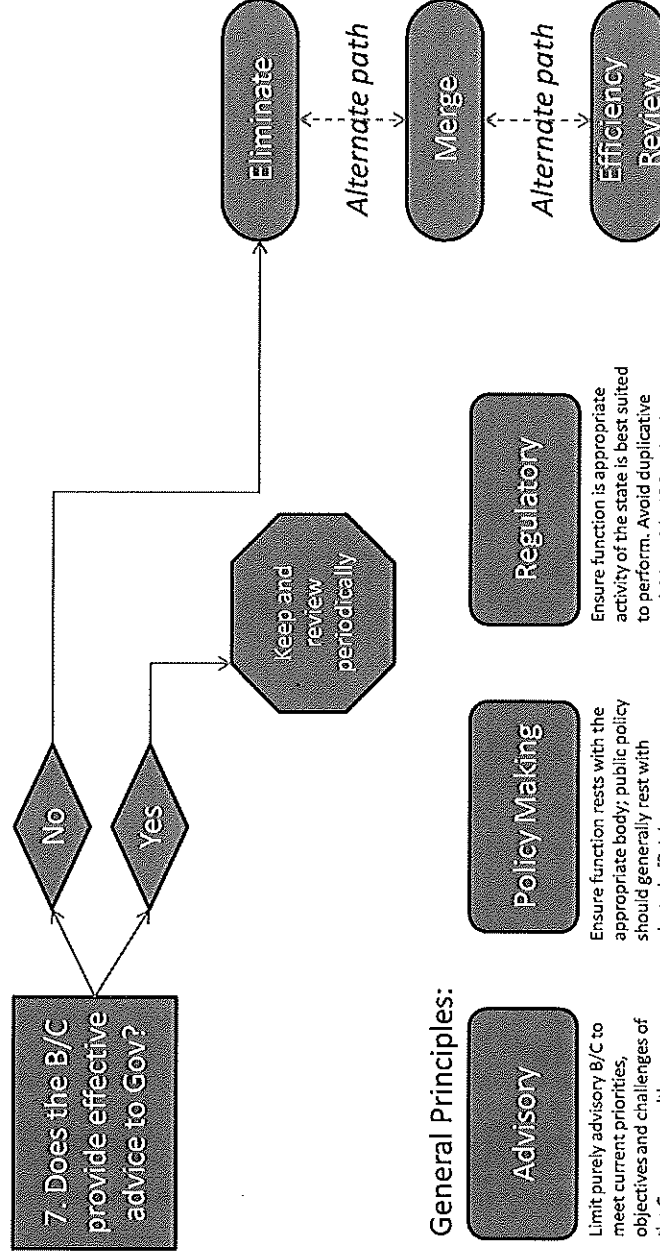
Government Simplification & Operations Committee Boards and Commission Elimination and Consolidation Recommendations Submitted for Consideration



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Government Simplification & Operations Committee Boards and Commission Elimination and Consolidation Recommendations Submitted for Consideration



General Principles:

Advisory

Limit purely advisory B/C to meet current priorities, objectives and challenges of the Commonwealth.

Eliminate unneeded, ineffective or non-active B/C.

Periodically review for the above and cost effectiveness

Policy Making

Ensure function rests with the appropriate body; public policy should generally rest with elected officials.

Eliminate unneeded, ineffective and non-active B/C.

Ensure membership guidelines enable flexibility and cost appropriate.

Periodically review for the general need and effectiveness.

Regulatory

Ensure function is appropriate activity of the state is best suited to perform. Avoid duplicative activities with NGO or business licensing bodies.

Ensure membership guidelines enable flexibility and cost appropriate.

Periodically review for the general need and effectiveness.

reform & ff, but no comments hand side.

The following Restructuring final recommendations at www.refi



Government Simplification & Operations Committee Boards and Commission Elimination and Consolidation Recommendations Submitted for Consideration

Recommendations for Consolidation

Entity	Notes
State Air Pollution Control Board, State Water Control Board, and Virginia Waste Management Board	New single Virginia Board of Environmental Quality charged with promulgating the regulations that set standards and requirements for air quality, water quality, and waste management. Assign to the DEQ the responsibility for issuing permits, enforcing regulations and other duties that are not the promulgation of regulations. Establish a nonbinding Environmental Appeals Board to hear administrative appeals and make recommendations on permit decisions made by the Department.
Virginia Land Conservation Foundation, the Chippokes Plantation Farm Foundation, and the Cave Board	Consolidate within the Board of Conservation and Recreation
Virginia Soil and Water Conservation Board and the Chesapeake Bay Local Assistance Board	Consolidate into new Stormwater Management Board
Advisory Board for Child Abuse & Neglect and Family and Children's Trust Fund	FACT Board is responsible for provide for the support and development of services for the prevention and treatment of violence within FAMILIES. Since the FACT scope is broader than that of the Advisory Board for Child Abuse and Neglect, we believe that the merger should be in that direction.
Board of Juvenile Justice	Could be merged with Juvenile Justice Advisory Board, which is required by federal law

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Government Simplification & Operations Committee

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Board for Asbestos, Lead, Mold and Home Inspectors	Consolidate into Board of Contractors
Board of Geology, Board of Professional Soil Scientists and Wetlands Professionals	Merge together
Board of Opticians	Move under Virginia Department of Health Professions
Board of Hearing Aid Specialists	Move under Virginia Department of Health Professions
Center for Rural Virginia	Consolidate into Virginia Department of Business Assistance or Virginia Department of Housing & Community Development
Fair Housing Board	Merge into Real Estate Board.
Real Estate Appraiser Board	Merge into Real Estate Board.
Small Business Advisory Board	Merge into Small Business Commission, which is more effective.
Latino Advisory Board, Virginia-Asian Advisory Board, Virginia-Israeli Advisory Board	Consolidate into an international competitiveness council.
Reforestation of Timberlands Board	Merge into Board of Forestry. Funded through three sources: forest industry, the Commonwealth and private landowners. The industry pays into the fund through a self-imposed severance tax when pine timber is harvested. This money is matched with GF. Department of Forestry's field offices run the program.

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Seed Potato Board	Consolidate into single Potato Board. The Seed Potato Board establishes standards for seed potatoes but does not have a funding mechanism and its core function could be deemed to fit within the scope of the Potato Board. Potato Board is currently check-off fee funded.
Bright Flue Cured Tobacco Board and Dark-Fired Tobacco Board	Consolidate duties into a single Virginia Tobacco Board. Both are currently check-off fee funded.

Recommendations for Elimination

Entity	Notes
Virginia Recycling Markets Development Council	DEQ could perform these duties
Control and Recycling Fund Advisory Board	DEQ could perform these duties
Chippokes Plantation Farm Foundation	Duplicative of Foundation Board
Board of Trustees, Chippokes Plantation Farm Foundation	Absorb into the State Park System
Lower James Historic River Advisory Committee	Designation merged into the Virginia Scenic Rivers Act and oversight authority was incorporated into the Virginia Scenic River Board
Foundation for Virginia's Natural Resources	Responsibilities could be merged into the DCR Board
Fort Monroe Historic Preservation Advisory Group	With the appointment of the new Fort Monroe Authority, this group should be eliminated

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Child Day Care Council		
Council on the Status of Women		Responsibilities could be incorporated into Governor McDonnell's Working Women Task Force to be formed
Compensation Board		<p>Although there has been strong institutional resistance to any change in the present system, the continued existence of the Compensation Board is an expensive anachronism which can no longer be administratively justified. In reality, the board is currently administering programs that are described by detailed language in the Appropriations Act. The board should be abolished, and a system of formula disbursement of funds reflecting current business practices and needs should be developed to take its place. Formulas are already used today as a means of providing funds to these offices. These funds would be provided to the local treasurer or director of finance and earmarked for use by the appropriate constitutional officer only. The funding to most constitutional offices is intended to cover the costs associated with having to conduct state business, or act as an agent of the state. This mechanism was not intended to provide 100 percent funding to these offices. Local funds should be allocated for those offices providing a local service function as well as conducting state government business.</p>

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Design-Build/Construction Management Review Board	This board has not met in the last 12 months.
Virginia National Defense Industrial Authority Board of Directors	We can facilitate this out of the Governor's office allowing cost savings, direction of work by the Governor, and eliminating duplication. Purpose with BRAC is no longer valid.
Citizen-Soldier Support Council	Fold into VMAC.
Maritime Incident Response Advisory Board	Has never been stood up. Could easily eliminate and fold duties into an internal port authority group, or fold under Secure Commonwealth.
State Interoperability Executive Committee	Could eliminate and form as a sub-panel of Secure Commonwealth Panel or Commonwealth Preparedness Working Group which is an internal state and local government working group managed by OCP.
Commission on Civics Education	
Commission on Youth	
Commonwealth Education Roundtable	Initial work has been completed and is no longer necessary.
Public Broadcasting Board	Board costs \$10,000/yr. Funding for grants has been reduced and the program could be consolidated with in the Department to streamline grant processing

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Board of Towing and Recovery Operations	
Medal of Valor Board	Re-tool within Public Safety
Private Security Advisory Board	
Virginia Juvenile Enterprise Committee	
Board of Correctional Education	
Forensic Science Board	
State Hazardous Materials Emergency Response Advisory Council	Has not met since '98/'99 and all terms ran out between '04 and '05
Board of Corrections	
FOIA Advisory Council	Statute already provides for attorney fees and OAG could issue official opinions if needed.
Human Rights Commission	
Migrant and Seasonal Farmworkers Board	
Tourist Train Development Authority	
Board of Surface Mining Review	Replace with internal review process
Virginia Board for Branch Pilots	Deregulate and abolish
Polograph Examiners Advisory Board	Deregulate and abolish
Charitable Gaming	State agency could handle policy and regulatory issues.
Pesticide Control Board	State agency could manage policy and regulatory issues.

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Plant Pollination Advisory Board	VDACS could continue its work with bee keepers, farmers and other stakeholders in Virginia.
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Southern Interstate Forest Fire Protection Compact Advisory Council The terms for members expired in 2006
 Chesapeake and Ohio Canal National Historical Park Commission This has not been filled since 1997.
 Committee on Atlantic Rural Exposition, Inc. This committee is no longer active.
 United Nations Day Committee

State Advisory Council to the National Legal Services Corporation Inactive since 2000.
 Advisory Council on Career & Technical Education Council has a sunset clause of 7/1/12(Ref: VA Code 30-198)

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